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DEPARTMENT OF NATIONAL DEFENCE

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Authority A-55-100-001/AS-000
by acy for DHist NDHQ Chap 3, Sec 2(7)

Date OCT 29 1990

V 1901-4350/39 (DGER)

Canadian Forces Headquarters
Ottawa 4, Ontario

27 June, 1968

Distribution List

CANADIAN FORCES SPECIAL PROJECTS LABORATORY

Reference: A. V 1901-4210/0 (DGOPS) dated 26 October, 1967

1. It will be recalled in Reference A that the Chief of Defence Staff stated a special projects laboratory would be formed at CARDE which would support the activities of the Coordinator Operational Technical Investigation. The Chairman, Defence Research Board and Chief of Defence Staff have approved the organization, funding and terms of reference for the Canadian Forces Special Projects Laboratory (CFSPL) the essentials of which are contained in the instructions at Annex A.

2. I would emphasize that the aim of the Special Projects Laboratory is to provide a quick response facility relative to land forces operational hardware for:

a. Technical assessments of:

- (1) ideas proposed by personnel within field units of Mobile Command;
- (2) suggestions submitted to CFHQ from all sources;
- (3) new commercial devices having promise of military application.

b. Experimentation, field trials and demonstrations to explore promising equipment ideas more thoroughly and to obtain user reaction quickly.

3. The instructions at Annex A will be published in Canadian Forces Administrative Orders in due course.

Encl.

W. L. Sharp
F.R. Sharp
Lieutenant General

A/ Vice Chief of the Defence Staff

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ANNEX A
TO V 1901-4350/39 (DGER)
DATED 27 June, 1968

IMPLEMENTING INSTRUCTION

ORGANIZATION AND RESPONSIBILITIES

CANADIAN FORCES SPECIAL PROJECTS LABORATORY

BACKGROUND

1. The background to the decision to form the Canadian Forces Special Projects Laboratory is at Appendix 1.

AIM

2. The aim of this instruction is to outline the organization, funding, terms of reference and responsibilities of the Special Projects Laboratory, and to define CFHQ and Mobile Command responsibilities related to the Laboratory.

ORGANIZATION AND FUNDING

3. The manning of the Laboratory will be a joint military/DRB effort. A summary of the staffing and funding for the Special Projects Laboratory is at Appendix 2. Personnel will be found from within the CARDE and CADEE establishments.
4. The Laboratory will be fully effective by June, 1968. The constitution of the Laboratory will be reviewed in June, 1969 in the light of one year's operations.

TASKING

5. Units and formations of Mobile Command and Divisions of CFHQ may submit proposed projects direct to CFHQ attention COTT. COTT will be responsible jointly with SA/VCDS to screen the proposed projects and task the CFSPL.
6. Channels of communication and liaison are at Appendix 3.

COMMAND

7. The overall responsibility for the Laboratory rests with the Director General CARDE. CO CADEE is responsible to the Director General for the management of the Laboratory and a Lieutenant Colonel will be in charge of the Laboratory.

TERMS OF REFERENCE

8. Terms of Reference for the Laboratory are at Appendix 4.

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ANNEX A
TO V 1901-4350/39 (DGER)
DATED 27 June, 1968

SCIENTIFIC AND TECHNICAL FACTORS

9. The success of the Canadian Forces Special Projects Laboratory will depend upon the recognition it receives throughout units of the Canadian Forces. Initially this will be promoted by COTI and by direct contact between Laboratory staffs and field formations, but continuing success will depend upon proven achievement. Problems will generally be resolved within the state-of-the-art and new ideas will be judged on this basis. Any tasks which for their solution require substantial research activity will be referred to DC(Sc)/DRB. Other problems of a special category which cannot be dealt with within the disciplines available at CARDE will be directed to other DRB establishments through SA/VCDS.

RESOURCE REQUIREMENTS

10. The Laboratory has limited facilities for conducting experimentation and tests of a laboratory nature, therefore the Laboratory will be supported by the resources of CARDE as a whole.

11. Support to the Laboratory including technician and shop support will be kept within reasonable limits. This support includes professional advisory assistance, laboratory, shop and test facilities including equipment used therein.

CANADIAN FORCES SUPPORT

12. The following Canadian Forces support will be provided to the Special Forces Laboratory:

- a. Funds - Procurement of Sample Hardware. Funds on annual recurring basis will be provided to purchase hardware components and commercial items for evaluation. \$50,000 will be transferred from CFHQ, CTS Branch Project Provision of Test Laboratory Material Equipment Code No 61202 for fiscal year 1968/69.
- b. Troop Support. Commander Mobile Command will assign troop support and equipment to carry out minor field tests and evaluation in keeping with training priorities.
- c. Equipment for Modification. Where equipment is required for modification which might result in write-offs application will be made to CFHQ, COTI.

REVIEWS AND REPORTS

13. The Special Projects Laboratory program will be reviewed semi-annually by a Review Group designated by CDS and CDRB. Activity of the Laboratory will be reported annually in the CARDE Annual Report.

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APPENDIX 1
TO ANNEX A
TO V 1901-4350/39 (DGER)
DATED 27 June, 1968

CANADIAN FORCES SPECIAL PROJECTS LABORATORY

BACKGROUND

1. At a meeting on 10 August 1967, the CDS outlined the Canadian Forces need for a facility whereby new ideas, concepts and innovations proposed for the resolution of critical equipment problems within Mobile Command could be given rapid and sympathetic attention. Subsequently it was agreed that this facility should be provided at CARDE in the form of a small team operating under the direction of CO CADEE and consisting of initially three or four military officers and an equal number of civilian scientists. The CPHQ contact for programs would be Coordinator Operational Technical Investigations (COTI).
2. In order to carry out with despatch the work envisaged, the Laboratory must be flexibly organized, must represent wide technological interest and must have freedom of communication with all sources of advice and expertise. It must be able to call upon the rapid support of professional, laboratory shop and test facilities within CARDE and assistance from field units with respect to testing under realistic conditions.
3. If an idea is to mature into a piece of service equipment, its procurement must conform to established procedures; where development is necessary it must adhere to a firm implementation plan. It is most important therefore that the ad hoc and flexible approach to exploration of an idea be replaced by standard operating procedures at the earliest opportunity. It is the initial phase from concept to requirement that is slow, uncertain and the cause of frustration and criticism from the user. Therefore the Canadian Forces Special Projects Laboratory (CFSPL) terms of reference cover the span of activity from receipt of an idea or concept to the formulation of military characteristics, or the description of equipment from which a firm requirement (OER) could be prepared.
4. It is to be expected that upon investigation many equipment concepts will not lead to a requirement. They may however contain the seed of a promising idea or of a contribution to the solution of some other equipment problem. In these cases, the Laboratory would refer the matter back to DRB for further research or would provide material for the preparation of an OEO as appropriate. The flexibility and freedom of action inherent in the terms of reference of the Laboratory will assist in promoting the pursuit of equipment ideas by the most expedient means, thus dispelling the complaint that many good ideas become buried, lost and overlooked in the more formal machinery.
5. The CDS has made it clear that priority attention should be given to enhancing the ability of the individual soldier to perform operational tasks under adverse conditions. These tasks should be slanted towards peace-keeping, peace restoration and limited war, and the conditions should be those caused

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by unfamiliar environments and situations.

6. Confining the program to this problem area, it is postulated that only four or five ideas or concepts will be under active study currently. It is accepted that the size of the program, the area of interest covered by it and the staffing required will be the subject of later flexibility and adjustment.

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APPENDIX 2
TO ANNEX A
TO V 1901-4350/39 (DGER)
DATED 27 June, 1968

SUMMARY STAFFING AND FUNDINGCANADIAN FORCES SPECIAL PROJECTS LABORATORY1. Civilian Manpower

	<u>FY</u>	<u>68/69</u>	<u>69/70</u>	<u>70/71</u>	<u>71/72</u>
a. <u>Professional</u> DRB		4	7	7	7
b. <u>Technical</u> DRB		2	8	8	8
c. <u>Administrative</u> <u>Support</u>			10	10	10
d. <u>Operational</u>			7	7	7
e. <u>Totals</u>		6	32	32	32

2. Funding

a. Totals (DRB) (\$)	191,593	383,340	396,900	411,500
b. Development Code No 61202. Purchase of sample equipment (\$)	50,000	50,000	50,000	50,000
c. Minor Construction (\$)	24,000	-	-	-

3. Military Manpower

<u>Rank</u>	<u>Trade</u>	<u>Establishment</u>
LCOL (1)	OIC	1
Major (1)		1
CAPT	TSO	1
CAPT		2
Total officers		5
MWO	DMM	1
WO	Clerk Adm	1

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<u>Rank</u>	<u>Trade</u>	<u>Establishment</u>
CPL	Clerk Adm	1
WO	W Tech L	2
WO	El M Tech	1
WO	Sup Tech	1
SGT	Mach	1
SGT	Photo Tech	1
Total Men		9
Total all ranks		14 (2)

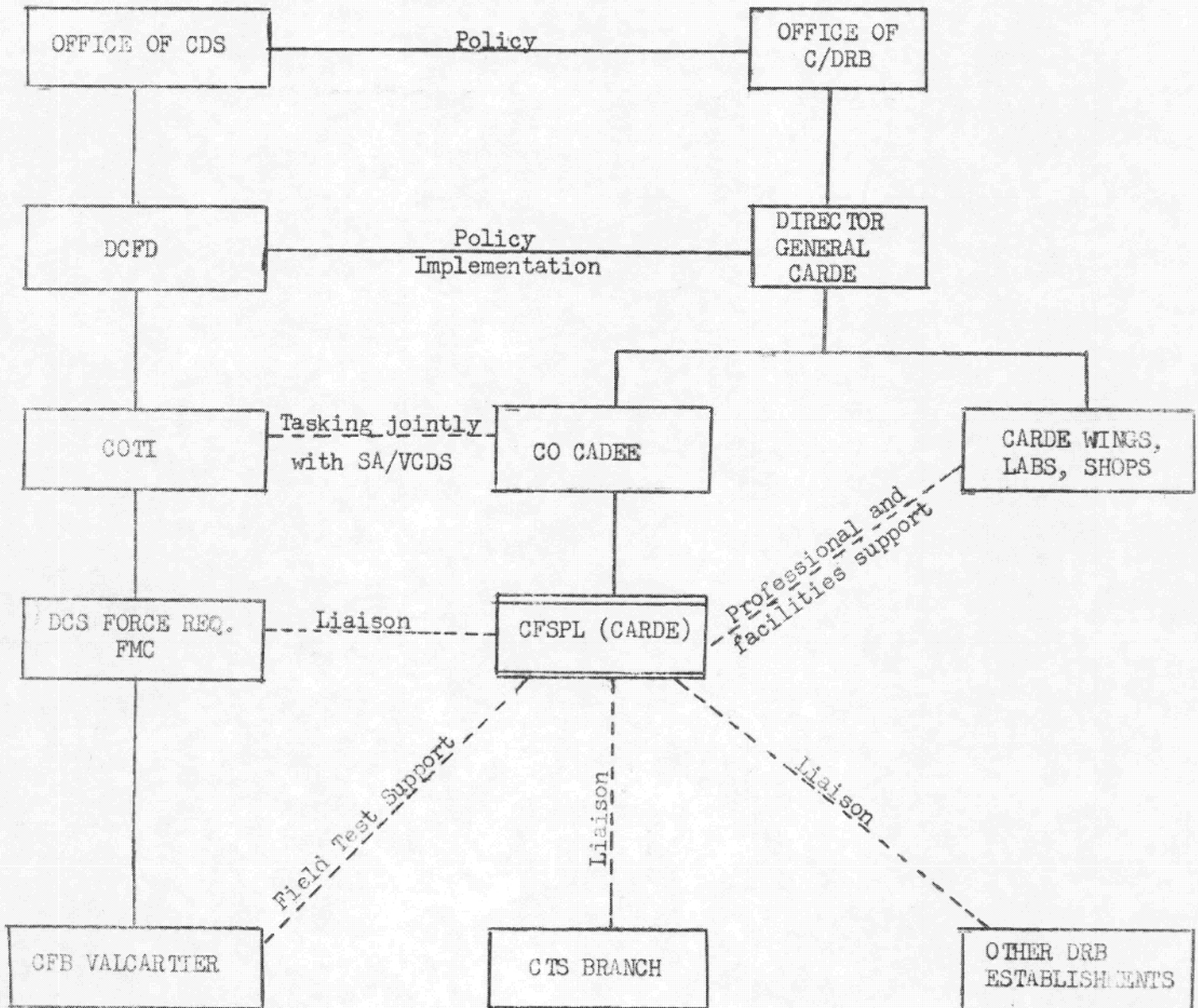
- NOTES: (1) Either to be a TSO.
 (2) Military positions to be covered by CADEE establishment.

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APPENDIX 3
TO ANNEX A
TO V 1901-4350/39 (DGER)
DATED 27 June, 1968

CHANNELS OF COMMUNICATION AND LIAISON
CANADIAN FORCES SPECIAL PROJECTS LABORATORY



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APPENDIX 4
TO ANNEX A
TO V 1901-4350/39 (DGER)
DATED 27 June, 1968

CANADIAN FORCES SPECIAL PROJECTS LABORATORY

TERMS OF REFERENCE

1. The Canadian Forces Special Projects Laboratory (CARDE) will be responsible to CO CADEE in his capacity as Director Military Projects, CARDE, for:-
 - a. Assisting in the evolution of ideas, concepts and innovations relative to combat equipment problems as defined from time to time by COTI. Initially, these will be limited to the individual soldier in peace-keeping, peace restoration and limited war.
 - b. Evaluating ideas, concepts and innovations relating to combat equipment in terms of technical and economic feasibility.
 - c. Conducting experimentation to obtain user reaction.
 - d. Reporting and making recommendations with respect to the future disposition and follow-up action on all tasks assigned to CFSPL (CARDE).
2. Areas of technical interest covered by the CFSPL (CARDE) will be adjusted from time to time to meet the COTI pattern of tasking. Initially the following areas will be covered:-
 - a. Sensory aids and warning devices.
 - b. Navigation and location aids.
 - c. Short range Surveillance aids.
 - d. Command and control aids.
 - e. Timing and coordination aids.
 - f. Reaction enhancement techniques.
 - g. Unorthodox personal weapons.
 - h. Defensive and protective techniques.
 - j. Mobility and load carrying aids.
 - k. Aids to fieldcraft.

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A G E N D A

71st MEETING OF THE DEFENCE RESEARCH BOARD

0900 WEDNESDAY 12 JUNE, 1968

AT DEFENCE RESEARCH ESTABLISHMENT PACIFIC

ESQUIMALT, B.C.

*Pa
CDS not
attending
J.*

Opening Remarks.

1. Minutes of 70th Meeting.
2. Business Arising from 70th Meeting.
 - 2.1 The Budget.
 - 2.2 Status of Space Program.
 - 2.3 Centre for Mathematics University of Montreal.
3. Routine Business.
 - 3.1 The Standing Committee on Extramural Research - Report by Chairman
 - 3.2 The Selection Committee - Report by Chairman
 - 3.3 Appointment of Chairman and Members of Advisory Committees and Panels.
 - 3.4 Summary of Expenditures 1967/68.
4. New Business.
 - 4.1 Centre for Research on Atoms and Molecules - University of Laval.
 - 4.2 Presentation of Briefs to the Defence Council.
 - 4.3 Any Other Business.
5. Date and Place of Next Meeting.

1230 - 1400 - Luncheon
Dockyard Officers Club

1400 - 1700 - Tour of DREP as arranged by DG/DREP.



IN REPLY PLEASE QUOTE
RÉFÉRENCE À RAPPELER

DRB 170-80/D51 & DRBS 173-1(Sec/DRB)

DEFENCE RESEARCH BOARD

CONSEIL DE RECHERCHES POUR LA DÉFENSE

DEPARTMENT OF NATIONAL DEFENCE
MINISTÈRE DE LA DÉFENSE NATIONALE
CANADA

Ottawa 4, Ontario
30 May, 1968

To: Members of the Defence Research Board
Members of the Defence Research Council

Amendments to Programme of Concurrent Meetings
of DRB and DRC at Defence Research Establishment
Pacific.

Please make the following amendments to the Program and
Time-Table for DRB/DRC meeting issued under Secretary's memorandum
DRB 170-80/D51(Sec/DRB) dated 15 May, 1968.

Detailed Programme and Time Table

Serial 8 - for 0730 read 0600 ✓
Serial 9 - for 0830 read 0700 ✓

Social Functions - Page 4

Cruise on CNAV ENDEAVOUR

First sentence 2nd para. change two to "three and a half." ✓

Transportation and Accommodation

Page 5 - Item 5

Amend to read -

Depart Victoria - 0700 ✓
Arrive Winnipeg - 1230 ✓
Depart " - 1315 ✓
Arrive Ottawa - 1740 ✓

Page 6 - Item 6 (b)

Amend deplaning time to read 1230 ✓

Page 6 & 7 - Item 8

Delete all references to Imperial Inn.
Delete all detail in regard to departure and substitute the
following:-

- 2 -

On Departure

Staff car bus and van at Empress Hotel at
0600 for departure to Airport at 0610.

Time of departure of aircraft for Winnipeg
and Ottawa will be 0700.

Page 7 Item 10

All personnel attending DRB/DRC meetings will
now be accommodated in Empress Hotel Victoria.



(E.F. Schmidlin)
Secretary
Defence Research Board.

DEPARTMENT OF NATIONAL DEFENCE

TO

DOCUMENT TRANSIT AND RECEIPT

DGOR (Attn: Dr. Lindsey)

SECURITY CLASSIFICATION
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1 13 ORD Report No. 68/RL4

The Military Implications to Canada of the SENTINEL ABM Deployment

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H.E. Walker

DATE 4 Dec 68

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Passenger List
Special Service Flight 684

OTTAWA - VICTORIA

10 June 1968

Dr. Robert J. Uffen	- CDRB
Dr. L.J. L'Heureux	- VC/DRB
Mr. A.M. Pennie	- DC(O)
Mr. G.D. Watson	- C of P
Dr. N.J.B. Wiggin	- C Plans
Mr. W.D. Humphrey	- A/Compt
Mr. E.F. Schmidlin	- Sec/DRB
Lt. Gen. L.G.C. Lilley	- CTS
Major General N. Wilson-Smith	- DCFD
Dr. J.G. Retallack	- DG/DREA
Dr. J.T. Flynn	- A/DG/DCBRE
Dr. G.R. Lindsey	- DG/DORE
Dr. H.H. Kerr	- Member DRB
Dr. W.G. Bigelow	- Member DRB
Dr. H.E. Duckworth	- Member DRB (to board at Winnipeg)
Mr. G.W. Hunter	- DM/DDP
Dr. H. Sheffer	- SA/VCDS
Mr. R.F. Wilkinson	- SA/CTS
Mrs. E. Shelton	- Staff Officer C of P/DRB
Mr. C.V. Rayment	- Staff Officer C of P/DRB
Mr. D. Hansen	- Staff Officer C of P/DRB
Mr. John Mayne	- Director/DORE/DRB

Passenger List
 Special Service Flight 684

VICTORIA - OTTAWA

13 June 1968

Dr. Robert J. Uffen	- CDRB
Dr. L.J. L. Heuneux	- VC/DRB
Mr. G.D. Watson	- C of P
Dr. N.J.B. Wiggin	- C Plans
Mr. W.D. Humphrey	- A/Compt
Mr. E.F. Schmidlin	- Sec/DRB
Lt. Gen. L.G.C. Lilley	- CTS
Dr. J.G. Retallack	- DG/DREA
Dr. J.T. Flynn	- A/DG/DCBRE
Dr. G.R. Lindsey	- DG/DORE (deplane at Winnipeg)
Dr. H.M. Barrett	- DG/DRET
Dr. H.H. Kerr	- Member DRB
Dr. H.E. Duckworth	- Member DRB (deplane at Winnipeg)
Mr. G.W. Hunter	- DM/DDP
Mr. R.F. Wilkinson	- SA/CTS
Mrs. E. Shelton	- Staff Officer C of P/DRB
Mr. C.V. Rayment	- Staff Officer C of P/DRB
Mr. D. Hansen	- Staff Officer C of P/DRB
Mr. John Mayne	- Director/DORE/DRB
Dr. A.B. van Cleave	- Member DRB
Mr. R.H. Lowe	- ES/UG/DRB



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DRB 170-80/D51 & DRBS 173-1(Sec/DRB)

DEFENCE RESEARCH BOARD

CONSEIL DE RECHERCHES POUR LA DÉFENSE

DEPARTMENT OF NATIONAL DEFENCE
MINISTÈRE DE LA DÉFENSE NATIONALE
CANADA

Ottawa 4, Ontario
30 May, 1968

Nominal Roll of Personnel Attending
DRB/DRC Concurrent Meetings

All members DRB and DRC plus staff officers will be accommodated in the Empress Hotel Victoria.

The following is the nominal role of personnel attending.

Dr. Robert J. Uffen	CDRB
Dr. L.J. L'Heureux	VC/DRB
Mr. A.M. Pennie	DC(O)
Mr. John D. Houlding (Arrives 2035 10 June) departs p.m. 12 June)	Member DRB
Dr. H.H. Kerr	Member DRB
Dr. A.E. Van Cleave	Member DRB
Dr. H.E. Duckworth	Member DRB
Dr. W.G. Bigelow	Member DRB
Lt. Gen. L.G.C. Lilley	Member DRB
Mr. G.W. Hunter	Member DRB
Mr. G.D. Watson	Chief of Personnel
Dr. N.B.J. Wiggin	Chief of Plans
Major General N. Wilson-Smith	Deputy Chief Forces Development (CFHQ)
Dr. J.G. Retallack	DG/DREA
Dr. W.N. English	A/DG/CARDE
Mr. and (Mrs) F.T. Davies	DG/DRTE
Dr. J.T. Flynn	A/DG/DCBRE
Dr. G.R. Lindsey	DG/DORE
Dr. H.M. Barrett	DG/DRET
Mr. E.J. Bobyn	DG/DRES
Mr. J.B. Perry	A/DG/DRES (Designate)
Mr. R.F. Chinnick	DG/DREP
Dr. H. Sheffer	SA/VCDS
Mr. R.F. Wilkinson	SA/CTS
Mr. E.F. Schmidlin	Sec/DRB
Mr. R.H. Lowe	ES/UG (for SCER Mtg.)
Mr. C.V. Rayment	
Mrs. E. Shelton)	
Mr. D. Hansen)	

SO's C of P - for Selection Cttee.
Meeting.

Note: Mr. John Mayne shown on passenger lists is not attending or taking part in DRB or DRC meetings.

(E.F. Schmidlin)

Secretary

Defence Research Board.

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Research & Development



DEFENCE RESEARCH BOARD

DEPARTMENT OF NATIONAL DEFENCE
MINISTÈRE DE LA DÉFENSE NATIONALE
CANADA

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DRB 170-80/D51 (Sec/DRB)

CONSEIL DE RECHERCHES POUR LA DÉFENSE

ESO	
MA	
ADC	

→

Ottawa 4, Ontario,
May 15, 1968.

To: Members of the Defence Research Board
Members of the Defence Research Council

Concurrent Meetings of the DRB and DRC
at Defence Research Establishment Pacific

Attached is a copy of the Programme and Time Table
for the m/n meetings for your information and guidance.

Would you please complete the attached questionnaire
and return it to the Secretary/DRB not later than 31 May, 1968.

SECRET

*Amc
OK
16 May 68*

(E.F. Schmidlin)
Secretary
Defence Research Board.

Attachs.

→ General J.V. Allard

PROGRAMME AND TIME TABLE
DEFENCE RESEARCH BOARD / DEFENCE RESEARCH COUNCIL
MEETING
10 - 13 JUNE
DEFENCE RESEARCH ESTABLISHMENT PACIFIC
ESQUIMALT, B. C.

DETAILED PROGRAMME AND TIME TABLE

<u>Ser.</u>	<u>Date and Time</u>	<u>Event</u>	<u>Notes</u>
1.	10 June 1300	Depart Ottawa for Victoria	See pages 5 & 6 paras 4, 7 and 8 No commitments for evening.
2.	11 June 0900-1230 1400-1700	Meeting DRB Selection Committee Meeting SCER.	See page 2
3.	11 June 0900-1700	Meeting of DRC.	Serials 2 & 3 are concurrent meetings.
<u>LUNCHEON AT NADEN WARD ROOM</u>			
		1230 - 1400	See page 7
4.	11 June 1730 to 2100	Cruise aboard CNAV ENDEAVOUR.	See page 4
5.	12 June 0900-1230	Meeting of the Defence Research Board.	See page 2
	0900-1230	Members of DRC will tour laboratory and confer with colleagues.	See page 3
6.	12 June 1400-1700 1400-1700	DRB members to tour laboratory. Meeting of DRC.	See page 3 See page 2
<u>LUNCHEON DOCKYARD OFFICERS CLUB</u>			
7.	12 June 1900	Reception and buffet supper.	See page 4
8.	13 June ⁰⁶⁰⁰ 0730	Depart hotel for airport.	
9.	13 June ⁰⁷⁰⁰ 0830	Depart Victoria for Ottawa.	See pages 5 & 6 paras 5 to 8 inclusive.

Note: Coffee break at appropriate times.

SCHEDULE OF MEETINGS

THE DEFENCE RESEARCH BOARD

1. The Selection Committee.
 0900 - 1230 Tuesday - 11 June *
2. The Standing Committee on Extramural Research.
 1400 - 1700 Tuesday - 11 June *
3. The Defence Research Board.
 0900 - 1230 Wednesday - 12 June

THE DEFENCE RESEARCH COUNCIL

Tuesday 11 June - 0900 - 1230 *
 1400 - 1700 *

Wednesday 12 June - 1400 - 1700

* These are concurrent meetings.

TOURS AND BRIEFS

ON

DEFENCE RESEARCH ESTABLISHMENT PACIFIC

THE DEFENCE RESEARCH BOARD

Members of the Defence Research Board will be taken on a tour of DREP facilities and be briefed on major research projects.

This will take place on -

Wednesday - 12 June from 1400 to 1700 hours.

THE DEFENCE RESEARCH COUNCIL

Members of the Defence Research Council will be free on the morning of Wednesday 12 June from 0900 - 1230 to confer with their colleagues and to tour the facilities of DREP.

Detailed arrangements for the above two events will be issued by DG/DREP.

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SOCIAL FUNCTIONS

CRUISE ON CNAV ENDEAVOUR

Weather permitting, members of DRB and DRC will be embarked on CNAV ENDEAVOUR for a cruise on the evening of 11 June at 1730.

The cruise will take approximately ^{3 1/2} ~~two~~ hours. A buffet supper will be served aboard. There will be a charge for the buffet supper.

Transport to the ship and return to hotel will be available.

RECEPTION AND BUFFET SUPPER

Members of the DRB and DRC will attend a reception and buffet supper in the Wardroom of HMCS NADEN on Wednesday - 12 June at 1900 hours given by Chairman, Defence Research Board.

TRANSPORTATION AND ACCOMMODATIONAIR TRANSPORT

1. A Service aircraft has been authorized for travel Ottawa Victoria and return.

2. Flying time Ottawa - Victoria is:-

Ottawa - Winnipeg	4:05
Refueling stop	45
Winnipeg - Victoria	4:20
Total elapsed time -	9:10

3. Flying time Victoria - Ottawa is:-

Victoria - Winnipeg	3:30
Refueling stop Winnipeg	45
Winnipeg - Ottawa	3:25
Total elapsed time -	7:40

4. Outward Flight - Monday 10 June

Depart Ottawa	1300
Arrive Winnipeg	1605
Depart Winnipeg	1650
Arrive Victoria	1910

5. Inward Flight - Thursday 13 June

Depart Victoria	0830 0700
Arrive Winnipeg	1400 1230
Depart Winnipeg	1445 1315
Arrive Ottawa	1910 1740

6. Directions to Passengers from Outside Ottawa

- (a) Passengers (i.e. Board members and members of DRC) residing in Toronto, Montreal, Quebec City and Halifax will rendezvous in Ottawa in time to emplane at 1245 at Hangar 11 CFB Uplands.
- (b) Passengers residing in Winnipeg will emplane at CFB Winnipeg Air Movements Unit Terminal at 1605 on outward flight and deplane at ¹²³⁰~~1400~~ on inward flight.
- (c) Passengers residing in Ottawa will emplane at 1245 hours at Hangar 11 CFB Uplands.
- (d) Passengers residing west of Winnipeg will travel independently via Commercial Air Lines to Victoria and return.

7. Ground Transport Ottawa

Ground transport in Ottawa will be the responsibility of the individual.

8. Ground Transport in Victoria

Ground transport in Victoria will be provided by DREP for all official meetings and functions.

Transport will consist of one staff car and one bus. When baggage is to be carried a van will be provided.

Transport will be available at the following times and places for the purpose stated.

On arrival - Staff car, bus and van at airport.

On departure - Staff car, bus and van at Empress Hotel at ⁰⁶⁰⁰~~0715~~ for departure ^{to airport at 0610}~~0730~~. Staff car will proceed directly to Airport.

Bus and Van will make pick up at Imperial Inn at 0740 and will depart at 0750 for Airport.

Estimated Time ^{of} Departure ^{of aircraft} for Winnipeg and Ottawa is ⁰⁷⁰⁰~~0830~~.

Transport from hotels to DREP for meetings leave Empress Hotel at 0830
 and ~~Imperial Inn at 0840~~ each morning.

Transport from DREP to NADEN and Dockyard Officers Club for lunch 1230 and
 return at 1345.

Transport for cruise on CNAV ENDEAVOUR - leaves DREP at 1715 to embark at 1730.

Transport for return to hotel at 2100.

Transport for reception and buffet supper leaves Empress hotel at 1830 and
~~Imperial Inn at 1840.~~

Return to hotel on request.

9. Connecting Flights East and West

Listed below are connecting flights from Ottawa to:

Montreal - flight 208 ex Ottawa 2025

Quebec - flight 208 and flight 338 ex Ottawa at 2025

Halifax - flight 208 and 520 ex Ottawa at 2025

Toronto - flight 305 ex Ottawa 2100

10. Accommodation

Reservations have been made for ~~17~~ at Empress Hotel and ~~10~~ at
~~Imperial Inn.~~

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10 Apr 68

WDS

PROPOSED REORGANIZATION OF
OPERATIONAL RESEARCH AND DEFENCE ANALYSIS

1. The CDS has directed that the attached copy of memorandum 243-1 dated 9 Apr 68 be passed to you to coordinate the necessary action with CG.

ORIGINAL SIGNED BY
R.L. RAYMONT

R.L. Raymont
ESD/CDS
2-5054

c.c. CG - 1
SecDS - 2
DSecDS(MS) - 2

CONFIDENTIAL

CANCELLED

OFFICE OF THE
DEPUTY MINISTER OF NATIONAL DEFENCE



CANADA

CABINET DU
SOUS-MINISTRE DE LA DÉFENSE NATIONALE

ESD	
MA	
ADC	

MEMORANDUM

NOTE

Defence Council 243-1

9 April, 1968

~~Chairman, Defence Research Board~~

PROPOSED REORGANIZATION OF OPERATIONAL
RESEARCH AND DEFENCE ANALYSIS

RECORDS MANAGEMENT DIVISION
CDS BRANCH REGISTRY

Referred to *AO/CDS*

APR 10 1968 *TDJ/DA*

File No *1151-4110/D1*

Chg'd to *10 April*

1. At the 243rd Meeting of Defence Council on 9 April, 1968, following consideration of your two memoranda entitled "Proposed Reorganization of Operational Research and Defence Analysis" dated 28 March, 1968 and 4 April, 1968 the Minister:

- a. approved the recommendation for a new organization for operational research and analysis as described in the CDRB paper dated 28 March, 1968;
- b. agreed that the exemption of the operational research division from the current 10% round of establishment reductions be explored;
- c. agreed that the military establishment breakout between directorates be retained as is, subject to alteration to reflect shifts in work load in response to Operational Research Committee direction; and
- d. agreed that the four military support element positions be established under DS/DRAE.

2. Would you please take the necessary action in concert with the Chief of the Defence Staff to implement this decision.

R.J. Sutherland
R.J. Sutherland
Secretary
Defence Council
2-8486

cc: DM
CDS

CANCELLED
CONFIDENTIAL

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" " D Sec DS-2 - total

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CONFIDENTIAL

DOREC 100-19/0
DOREC 100-35/1 (DGOR)

4 April, 1968.

MEMO TO DEFENCE COUNCIL

PROPOSED RE-ORGANIZATION OF OPERATIONAL
RESEARCH AND DEFENCE ANALYSIS

Reference: A. DRBS 100-19/0 dated 28 March, 1968 on above subject.

1. Background

The referenced paper requests approval for a proposed re-organization to improve and enhance the effective use of operational research and analysis resources within the Department of National Defence. The determination of the DRB to build up its capability for research into strategy, economics and management is mentioned.

2. Aim

This present paper is intended to discuss disposition of the military establishment positions involved.

3. Discussion

3.1 The present military establishment breakout is shown at Annex A. The objective is to expand, as well as to alter the emphasis of, the operational research and analysis effort. However, it is believed the present military establishment will be at least initially adequate, provided the division is not subjected to losses of military staff.

3.2 The present distribution of military establishments between directorates is considered appropriate for current emphasis of work. It can be adjusted by DG/DRAE as necessary to reflect the priorities established by the Operational Research Committee.

3.3 For economy of effort, the military support element (D/DG, EA, NCO and runner) should be retained centrally (under DG/DRAE) to service the whole operational research and analysis organization.

4. Recommendation

It is recommended that:

- a. the operational research division be exempted from the current (10%) round of establishment reductions;
- b. the military establishment breakout between directorates be retained as is, subject to alteration to reflect shifts in work load in response to Operational Research Committee direction;
- c. the four military support element positions be established under DG/DRAE.

CONFIDENTIAL

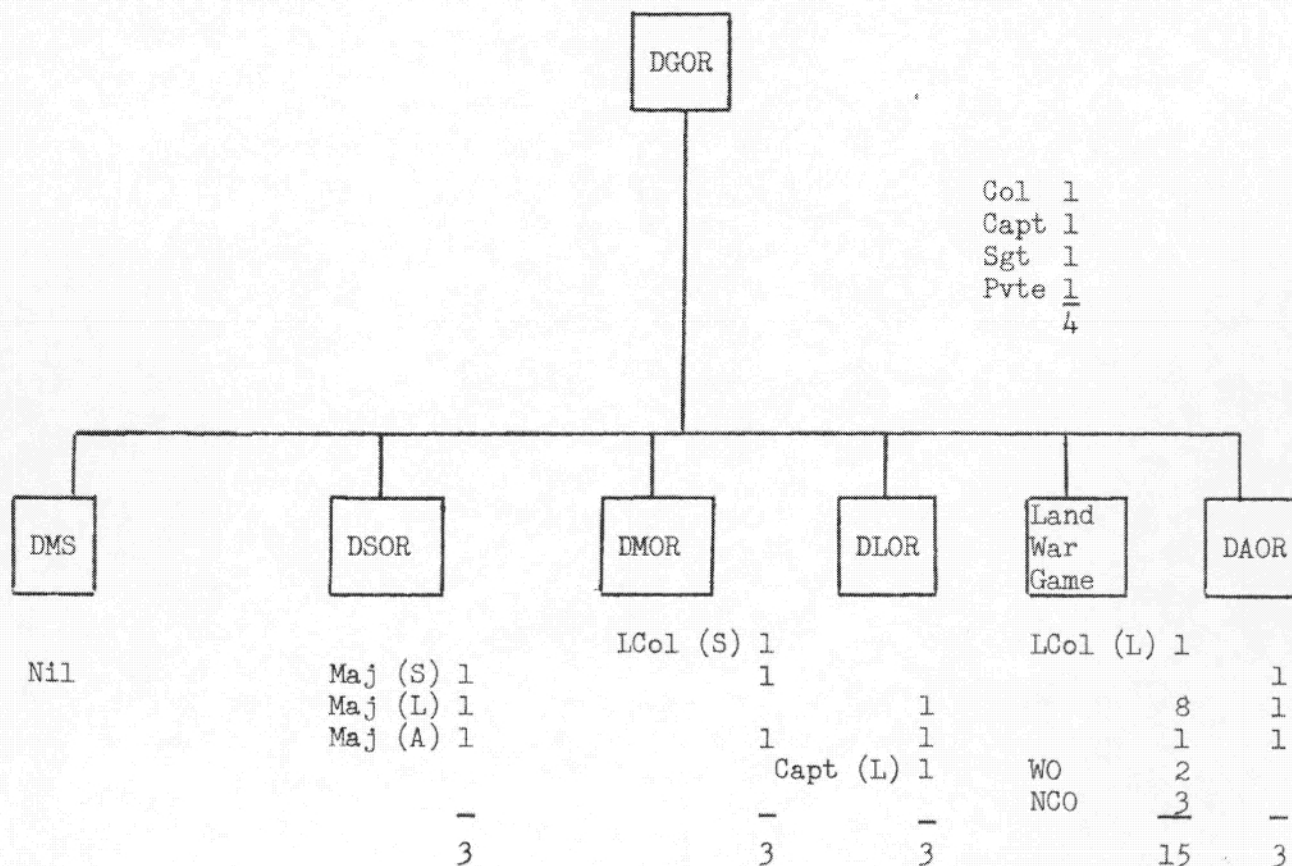
DISCUSSED
243 Meeting of DG
On 8 APR 68

A0793550_29-000029

CONFIDENTIAL

ANNEX A to
DOREC 100-19/0
DOREC 100-35/1 (DGOR)
dated 4 April, 1968.

PRESENT DISTRIBUTION OF
DGOR MILITARY ESTABLISHMENT



CONFIDENTIAL
 DRBS 100-19/0
 DOREC 100-19/0
 DOREC 100-35/1

28 March, 1968

MEMORANDUM TO DEFENCE COUNCIL

From: Chairman Defence Research Board

Proposed Reorganization of Operational
 Research and Defence Analysis.

Background

1. Since the integration of CFHQ in 1965, operational research has been carried out by a group composed of DRB scientists, officers of the CAF and support staff from both organizations. The civilian personnel all belong to the Defence Operational Research Establishment (DORE) of DRB including approximately twenty scientists posted to field commands outside Ottawa. The personnel, both civilian and military, in Ottawa form the Operational Research Division of CFHQ reporting to the VCDS.
2. The posts of Director-General of Defence Operational Research Establishment (DG/DORE) and Director-General Operational Research (DGOR) in CFHQ are held by the same person.
3. DGOR is divided into five Directorates. Three of these (the Directorates of Maritime, Land and Air Operational Research (DMOR, DLOR, DAOR)) have been working on projects almost entirely within the compass of the VCDS branch. The other two (Directorate of Strategic O.R. (DSOR) and Directorate of Mathematics and Statistics (DMS) have projects originating from many sources (including VCDS, CTS, and CP branches, and CDRB)). The distribution of effort in the DGOR program is determined by VCDS, in consultation with DRB.
4. Over the years the operational research activities in DND have been in the areas of operational requirements, analysis of weapon system effectiveness, and study of tactics and effectiveness in field exercises. This will continue to be important in the future. However, the pressing problems of planning, review and retrenchment which are being forced on DND by economic constraints have demanded an even higher priority, and some of them can benefit by research into strategy, economics and management. As a result, DRB is planning to build up its capability for this type of research.

.../2

5. The pending reorganization of the VCDS branch proposes to have DGOR reporting to, and tasked by, the Deputy Chief of Force Development (DCFD), who reports to VCDS. In the case of the three Directorates, DMOR, DIOR and DAOR, this represents a close alignment between the type of work of which the directorates are capable and the responsibilities of DCFD. However, there is little correspondence between the responsibilities of DCFD, and the type of work done by DSOR and DMS. Moreover, the proposed research in strategy, economics and management would be aimed at problems which concern many areas of DND, of which DCFD is only one.

6. Aim

To improve and enhance the effective use of operational research and analysis resources within the DND through a reorganization of Defence Operational Research Establishment to form the Defence Research Analysis Establishment (DRAE).

7. Discussion:

7.1 General -

This reorganization is felt to be necessary because of the factors enumerated in paras 4 and 5 above. It is further considered that the reorganization will permit of a more effective use of DRB resources in support of operational research and analysis requirements of CAF and DND as a whole. The new organization will be staffed by civilian scientists from DRB and military officers from the CAF.

8. The New Organization

8.1 The new organization will be known as the Defence Research Analysis Establishment consisting of the following components -

- A Headquarters.
- An Operational Research Division.
- A General Analysis Division.

The composition and responsibilities of each component is described below and is displayed on the attached chart.

8.1.1 Headquarters DRAE

The senior post in DRAE will be that of Director-General (DG/DRAE). He will be responsible to CDRB for the quality of the output of both Divisions and for the Career Management of the civilian staff. He will also be responsible for the direction of the research program of the General Analysis Division.

- 3 -

To assist him he will have a senior military officer as Deputy Director-General (D/DG/DRAE). In order to provide appropriate representation of the military component of DRAE and to obtain access to the appropriate officers of CFHQ, this post should be filled by an officer of the rank of Brigadier-General.

To support the DG/DRAE there will be:

- (a) An Assistant Director-General who will be responsible for administration; and
- (b) A Senior Operational Research Scientist responsible for supervising the scientific quality of the work, for editing and publication of reports, for training and for counselling on matters of professional career development.

8.1.2 The Operational Research Division (ORD)

ORD will be under the direction of a Director-General Operational Research (DGOR) and will be composed of the present environmental directorates of:

Maritime Operational Research (DMOR)
Land Operational Research (DLOR).
Air Operational Research (DAOR).

Tasks for ORD will be assigned by the Deputy Chief Force Development in the VCDS Branch CFHQ.

8.1.3 The General Analysis Division.

As noted above, this will be under the direction of the DG/DRAE, and the ultimate structure of the division will depend on the acquisition of additional personnel, possibly recruited by DRB, and possessing a background in such areas as political science and economics.

In the immediate future the division will consist of the present directorates of Strategic Operational Research (DSOR) and Mathematics and Statistics (DMS).

The GAD will work on a variety of problems including, but not limited to, those connected with:

Strategy.
Economics.
Management.
Logistics.

It will also provide mathematical and statistical consulting

- 4 -

services to DND.

Tasks for GAD, it is anticipated, would originate in Defence Council or with individual members of Defence Council.

9. Terms of Reference.

The Terms of Reference for DG/DRAE and the senior officers of his establishment are set out in Appendix "A".

10. Operational Research Committee.

In order to ensure the optimum use of operational research and analysis resources it is proposed to form the Operational Research Committee with the following membership:

Chairman	-	Vice-Chairman, DRB
Members	-	Vice Chief Defence Staff
	-	Chief of Technical Services
	-	Chief of Personnel
	-	Comptroller
	-	Assistant Deputy Minister (Finance)
	-	Director-General/DRAE
Secretary	-	To be provided by DRAE.

The Committee will meet as required but not less than semi-annually and it will examine the overall program of DRAE and assign priorities. It will ensure a balance of personnel between ORD and GAD as appropriate to the program.

11. Liaison and Coordination.

To provide for regular contact with senior officers, it is proposed that DG/DRAE be the DRB representative on the CPHQ Policy Coordinating Committee.

12. Organization Chart.

A chart displaying the organization and channels of communication is at Appendix "B".

13. Recommendation.

It is recommended that the new organization for operational research and analysis as described in this paper be approved.

APPENDIX "A"
DRBS 100-19/0
DORES 100-19/0
DOREC 100-35/1

28 March, 1968

TERMS OF REFERENCE

1. DG/DRAE

- (a) Responsible to the Operational Research Committee for the program of the General Analysis Division, which will be in the areas of strategic, economic, management, logistics, mathematical, statistical, and general analysis.
- (b) Responsible for arranging permanent or temporary transfer of personnel among directorates of GAD and ORD in order to perform studies in accordance with the instructions of the Operational Research Committee.
- (c) Responsible to the CDRB for the quality of the output of DRAE, and for the career management of its civilian staff.
- (d) Responsible for co-ordination of the overall DRAE analysis effort.
- (e) Responsible to CDRB for such tasks as representation for DRB on TTCP or other international or national groups, liaison with universities, scientific groups, etc.

2. D/DG/DRAE

- (a) Act as senior military adviser to DG/DRAE.
- (b) Arrange the links and contacts between DRAE and the various CFHQ sponsors of projects in the GAD.
- (c) Represent DRAE on specific CFHQ committees.
- (d) Deputize for DG/DRAE.
- (e) Responsible for ensuring the timely progression of assigned analysis program and reports thereon.
- (f) Responsible for advising on the selection of, and assignment of military staff among the directorates of DRAE.
- (g) As the senior military officer, responsible for all attached military personnel.

.../2

APPENDIX "A"

- 2 -

- (h) Responsible for reports, returns and administrative matters pertaining to CFHQ.

3. A/DG/DRAE

- (a) Responsible to DG/DRAE for all administrative support, including personnel, contracts, financial and administrative control, files, library, housekeeping. Maintenance of appropriate records, in conjunction with DRB.

4. SORS

- (a) Responsible to DG/DRAE for supervising the scientific quality of the research throughout DRAE.
- (b) Responsible for the editing and publication of DRAE reports.
- (c) Responsible for arranging courses, seminars, and any other activities in connection with the training of personnel.
- (d) Responsible for counselling on matters of professional career development.

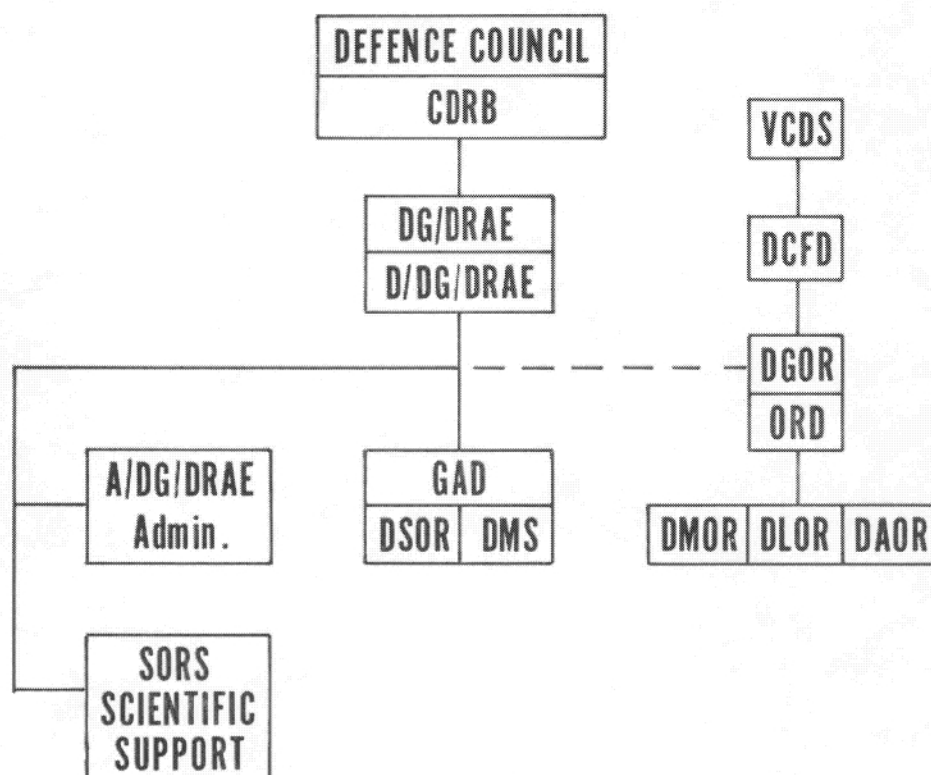
5. DGOR

- (a) Tasked by DCFD, who will also assign priorities.
- (b) Supervision of the research in the Operational Research Division. The Directorates (DMOR, DLOR, and DAOR) will normally concentrate on their respective environmental problems, but should be flexible enough to work on joint studies with one another, with GAD, and with other officers of DND.
- (c) Maintaining links with research in the field commands.
- (d) Co-operating with SORS regarding the production of reports and publications and the training of personnel.

APPENDIX "B" to
DRBS 100-19/0
DOREC 100-19/0
DOREC 100-35/1

Dated: 28 March, 1968.

ORGANIZATION CHART FOR DEFENCE RESEARCH ANALYSIS ESTABLISHMENT



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Item 4(cont'd)

More recently events have overtaken the unique features of this program. The Forces have greatly reduced their development activities; as a result of ECRDC support Canadian industry is better equipped to cope with changing requirements as they arise without recourse to extensive research; and finally, the ECRDC program has tended to become less relevant to defence requirements. Canadian industry will not suffer unduly through the loss of this direct research and development support because there are now four other government programs* which Canadian industry may draw on to offset any economic pinch created through ECRDC curtailment.

Accordingly the PRG has recommended that the ECRDC program be run-down sensibly over the next year. The level of these activities in the past has been in the order of \$500,000, with \$200,000 of this coming from DRB. During fiscal year 68/69 this program level will be reduced to \$150,000 with DRB providing \$100,000 of this amount. On its own DRB could not possibly provide sufficient funds to maintain this activity at a level of half a million dollars annually. The CAF will terminate its support on 31 March, 1969 and DRB will provide the funds needed for carryover beyond this date to complete one or two of the projects centered in universities.

Approval is requested to terminate the ECRDC structure at a time compatible with the phasing out of the program. It is anticipated that 1969/70 will be the last year of its operation.

Members took note of the statement in regard to ECRDC and approved its disbandment at the discretion of the Chairman.

Item 5 - University of Montreal Proposal to Establish a Centre of Mathematics(Restricted)

The VC/DRB said the University of Montreal has submitted a proposal for the establishment of a Mathematics Research Centre whose aim would be the development of fundamental research in specific areas of mathematics. In the choice of these areas, the emphasis would be on those which are related to applied or applications-oriented mathematical sciences such as statistics, theory of probability, dynamics of fluids and plasma, etc..... With this aim in mind, the Centre would contribute to the establishment of stimulating contacts between mathematicians - Canadian or foreign - by inviting them to work at or visit the Centre, by organizing symposia and seminars and by setting up study groups in specific areas. Finally, the Centre would carry on studies and other projects for agencies providing financial support to the Centre.

* DRB/DIR, DDP Development Assistance and PAIT, and the NRC/IRAP.

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Item 5(cont'd)

The Centre, modeled on the "Mathematics Research Centre" of the University of Wisconsin, would be near autonomous in its operation while however, being affiliated to the University of Montreal. The policy of the Centre would be guided by a "Board" consisting of 4 members - a permanent director and three others nominated by the Council of the University from the Departments of Mathematics, Information and Physics respectively. The Board would be assisted by an advisory committee which would periodically review the progress of the Centre, and assist it in its collaboration with agencies outside the University. The members of this committee would be drawn from the Montreal scientific community as well as from the outside agencies sponsoring the Centre.

With regard to the research staff, the Centre would include three categories of scientists:

- a) Permanent
- b) Associate
- c) Visiting

The Centre would be located on the University campus. Its members would have access to the libraries of the Departments of Mathematics, Information and Physics. Furthermore, they would be allowed to use the facilities of the Computing Centre.

It is expected that the Centre would be completely organized during the third year of operation. During this period, financing of the Centre would rest mainly on the University, NRC and DRB.

The Centre would begin operation with a staff of 3 administrative people and one research scientist and end up, when fully organized, with 14 administrative and 33 research scientists.

The proposal submitted by the University of Montreal stresses the importance of establishing "Centres of excellence" in various areas. In view however, of the limited resources available, a concerted action on one organization is far better than a distribution of efforts and this applied to most scientific areas including mathematics. Such a concerted action is what the proposed Centre would realize. General arguments are put forward for the establishment of the Centre at the University of Montreal, namely, the size of the city and its industrial importance, the presence of two other universities and the imminent formation of another, finally, the great importance always given by the U of M to mathematical sciences.

.../14

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Item 5(cont'd)

One may point out in this regard, the international annual seminar in advanced mathematics, started in 1962 by the Department of Mathematics and held every year since then.

To conclude, the University of Montreal intends to contribute substantially in the operation of the Centre and will consider the requirements of the Centre in any future expansion of the University. In addition to providing a home for the Centre and permitting access to members of the Centre to the libraries and computing facilities, the University will provide a direct grant to the Centre from 1972 on.

In the brief discussion which followed the following points were noted:-

The President of the National Research Council said the proposal was a good one and well developed. A review committee including VC/DRB will visit University of Montreal on Saturday 16 March and its report will be made available to the Board.

CDRB said it would be consistent with past DRB practices to provide a grant of \$50,000 - \$100,000 to the Centre. It was also probable that contracts for about \$50,000 would be let to the Centre.

The members took note of and endorsed the proposal.

Item 6 - Review of Planning.(Secret)

The Chief of Plans briefed the members on the progress being made in planning. He referred first to the sphere of long term planning and the difficulties experienced in developing a suitable method for assessment and evaluation of projects and programs. Some 80 criteria had been identified and this number could probably be reduced by half. There appeared to be five main groups under which classification could be made. These were not a grouping by priority as each would be modified by one or more of the remainder. The five groups were:-

1. Defence Relevance.
2. National Interest.
3. Scientific Quality and Importance.
4. Selection and Choice of the Scientific Agency.
5. Logistics and Resources.

C Plans then spoke of the detailed analysis of the current program. He recalled speaking of a "quick and dirty" method and said this had been found to be unsatisfactory and had been discarded. A different approach had been made. Each project had been examined by the Planning Staff, the Scientific Assistants and experts from the establishments. They were asked to classify each project as essential, important or requiring examination. Each was then rated in importance as regards the following.

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Item 6 (cont'd)

- (a) Advice to the Minister.
- (b) Advice to the CAF
- (c) Direct support to the CAF.
- (d) Trading value with allied countries. (e.g. the U.S. or U.K.)

This provided a profile of each project. The cases requiring examination were open to question on the basis of level of support, direction or defence relevance. It was recommended that the Director General concerned and his experts be called in to discuss these. This has been done. The results of the above exercise has been a series of recommendations for changes in program. Some examples are an increase in armament, pyrotechnics and electro-optics; a revision and decrease in studies of the composition of the atmosphere and termination in two years of the hypersonic physics program.

One program was recommended to be reduced by 50% over a 3 year period and concentrated in one establishment instead of the present two.

Turning to the preparation of the 69/70 budget it will be possible to present it under two main divisions (a) advice and support to MND and CAF and (b) special assignments with the proportion of the budget devoted to each.

In formulating this forecast, the recommendations of the Program Review Committee were applied to the 1967/68 budget. This provided the following allocation of funds to the major activities and sub activity.

<u>Activity</u>	<u>Sub Activity</u>
1. Defence R&D \$26,000,000 +	1.1 Combat and Active Defence. \$7,500,000
	1.2 Passive Defence. \$1,200,000.
	1.3 Command and Control. \$13,200,000.
	1.4 Logistics. \$1,300,000.
	1.5 Manpower. \$2,400,000.
2. Direct Technological and Analytical Support to CAF. \$3,300,000.	2.1 Operational Research and Systems Analysis. \$1,041,000.
	2.2 Quick Reaction and Ad Hoc Support. \$2,174,000.

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SECRET
 DRBS 173-3 (Sec/DRB)

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Item 6 (cont'd)

<u>Activity</u>	<u>Sub Activity</u>
3. Defence Scientific Liaison. \$1,300,000.	3.1 DSIS - \$538,000. 3.2 Foreign Liaison - \$522,000. 3.3 CFHQ Liaison = \$171,000. 3.4 Other Depts. of Government - \$41,000. 3.5 NATO - \$81,000.
4. Stimulation and Support of Defence Oriented Research. \$7,700,000.	4.1 Universities - \$3,000,000. 4.2 Industry - \$4,500,000. 4.3 Ship Time - \$ 200,000.
5. Central Administration Staff. \$2,200,000. Centrally Controlled Funds. \$2,700,000.	5.1 Chairman's Office. \$121,000. 5.2 DC(Sc) Branch. \$276,000. 5.3 DC(O) Branch. \$1,780,000. 5.4 Centrally Controlled Funds. Special Studies - \$76,000. Ships Ops - \$1,300,000. Construction - \$1,130,000. Military Pay and Allowances - \$340,000.
TOTAL Central Administration \$4,900,000.	

Under Special Assignments is the ISIS program for a total of approximately \$5,000,000. This breakdown to \$1,500,000 for internal work and \$3,500,000 for external contracts.

To these figures will be applied the appropriate percentage to cover the annual increases in the cost in goods and services. While there will be changes in emphasis there will be no change in the total level of effort devoted to the program in the 1969/70 projection. There will also be a list of options prepared for consideration in the event there will have to be a reduction in available funds. The matter of assigning overhead to programs is a contentious problem and an attempt to devise a valid formula is being made.

In reply to a proposal that peacekeeping or reconciliation should be added as an activity it was pointed out that this was considered to be a role rather than an activity. Roles change and also are controversial. It was further noted that the terms used by the CAF are used in this review as this facilitates communication with the Forces and the Treasury Board staff.

Members took note of the report.

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A0793550_42-000042

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Item 7 - Nuclear Biological and Chemical Warfare Program.(Secret)

The VC/DRB said that:-

A review of the program of the Defence Research Board in relation to the roles and tasks of the Canadian Armed Forces has revealed that increased emphasis or initiation of new projects in a number of scientific areas is desirable. To implement these changes under present restrictions, it follows that reduction of the present level of activity in some fields is necessary.

A recent program review indicates that the proportion of the research effort that is devoted to NBC defence is too great in relation to other high priority areas and available resources. As a result of this review, it was recommended that the NBC program be reduced by approximately fifty percent.

The field experiments conducted at DRES require a high level of logistic support and in addition it has been concluded that most of the desired information from field trials will have been obtained when the current program is completed in the fall of 1968. For these reasons field experiments will drop to a lower priority and should probably be discontinued after 1968. It is intended that the remaining program be fully reviewed with the experts and the reduced effort be consolidated in an agreed program of laboratory research and development.

To ensure maximum viability of the continuing laboratory program it is obviously desirable to concentrate the effort in one location. Since operating costs at DRES are very high, a logical conclusion is to locate the consolidated program at DCBRE. This would result in considerable savings in both manpower and money. A preliminary estimate is that \$500,000 could be saved in fiscal year 1969/70 and, if complete withdrawal from DRES by July, 1971 were possible, savings in fiscal year 1971/72 would approach \$2,000,000 - \$3,000,000 including a reduction in supporting staff of approximately 250.

Ministerial approval has been obtained to initiate studies of the implications of these proposals, including possible staff transfers to other DRB establishments and the future use of the Suffield facilities. In addition, the Canadian Armed Forces are studying the Suffield area in the light of their current and future requirements for ranges and facilities for field exercises.

.../18

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At the conclusion of the VC/DRB statement the Chairman pointed out this was paper planning only. The actual achievement would be a different and much more difficult matter as it would involve reductions in staff. It was questionable if this would be acceptable. Out of a total staff of some 400, about 150 could be employed in other parts of the Board but there would be 250 who could not be relocated and would have to be released.

The VCDS said the Canadian Forces were investigating possible areas for a Master Weapons Range and the Suffield area would meet all the requirements. The problem at present is to fit this into the budget.

There were a number of questions raised about possible alternatives for using the facility at Suffield. These for the most part had been considered in the study.

The Chairman said he had permission from the Minister to make a study of the situation. There has been no decision made to close the establishment.

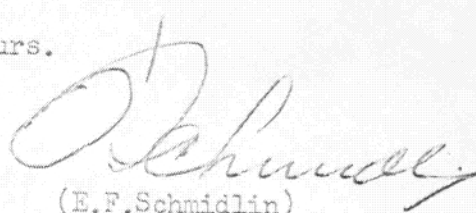
Members took note of the report.

Item 3 - Date and Place of Next Meeting.

The next meeting will be held in conjunction with the Defence Research Council. It will be at the Defence Research Establishment Pacific in Esquimalt, B.C. It will take place during the week of 10 June and will require four days.

Further details will be provided at a later date.

The meeting adjourned at 1225 hours.


(E.F. Schmidlin)
Secretary
Defence Research Board.

5 April, 1968.

R-10



IN REPLY PLEASE QUOTE
RÉFÉRENCE À RAPPELER

DRBS 173-3 (Sec/DRB)

DEFENCE RESEARCH BOARD

CONSEIL DE RECHERCHES POUR LA DÉFENSE

DEPARTMENT OF NATIONAL DEFENCE
MINISTÈRE DE LA DÉFENSE NATIONALE
CANADA

ESO	
MA	
ADG	

Ottawa 4, Ontario
8 April, 1968

Chairman, DRB
Vice Chairman, DRB
→ Chief of Defence Staff
Vice Chief of the Defence Staff
Chief of Technical Services
Deputy Minister of National Defence
President National Research Council
Dr. W.G. Bigelow
Dr. H.E. Duckworth
Dr. Roger Gaudry
Mr. G.W. Hunter
Mr. J.D. Houlding
Dr. H.H. Kerr
Mr. A.M. Pennie
Dr. W.R. Trost
Dr. A.B. Van Cleave
Deputy Chairman (Sc)
Comptroller
Chief of Personnel
Chief Canadian Defence Staff, Washington
Chief Canadian Defence Staff, London

Attached for your information and retention is Copy No. 2
of the Minutes of the 70th Meeting of the Defence Research Board
held on 14 March, 1968.

E.F. Schmidlin
(E.F. Schmidlin)
Secretary
Defence Research Board.

SECRET

DRBS 173-3 (Sec/DRB)

COPY NO. 3

MINUTES OF THE 70th MEETING
OF THE
DEFENCE RESEARCH BOARD
HELD AT
OTTAWA, ONTARIO
14 MARCH, 1968

DECLASSIFIED

AUTHORITY: DHD 3-12

BY AS FOR DNDISTNDHQ

DATE: JAN 23 2002

~~SECRET~~
CANCELLED

DRBS 173-3 (Sec/DRB)

INDEX OF APPENDICES

TO THE

MINUTES OF THE 70th MEETING OF THE DEFENCE RESEARCH BOARD

APPENDIX

A & D Appointment of Chairman and Members of Advisory Committees
and Panels.

MINUTES OF 70th MEETING
DEFENCE RESEARCH BOARD
14 March, 1968 - 0900 a.m.
HELD AT OTTAWA, ONTARIO

PRESENT:

Chairman	-	Dr. R.J. Uffen
Vice Chairman	-	Dr. L.J. L'Heureux
Members	-	Mr. E.B. Armstrong
	-	Dr. W.G. Bigelow
	-	Dr. H.E. Duckworth
	-	Mr. John D. Houlding
	-	Mr. G.W. Hunter
	-	Dr. H.H. Kerr
	-	Mr. A.M. Pennie
	-	Lt. Gen. F.R. Sharp
	-	Dr. W.G. Schneider
	-	Dr. W.R. Trost
	-	Dr. A.B. Van Cleave
Secretary	-	Mr. E.F. Schmidlin

Opening Remarks (Restricted)

The Chairman welcomed members to the 70th meeting. He expressed regrets on behalf of General Allard and Lt. Gen. Lilley who were unable to attend. He also noted that Dr. Gaudry had returned from overseas the evening before and pressure of affairs at the University precluded his attendance. He went on to say that both Dr. Gaudry and Dr. Trost would retire from the Board on 31 March, each having completed two terms. This occasion would be suitably recognized at luncheon.

The Minister had agreed to recommend two new members, one from University of Montreal and one from University of Laval. All preliminaries had been completed and a submission would go to the Governor-in-Council shortly.

He noted that, as was usual, the major effort at the March meeting was the work of the two Committees. In addition, however, the following items were on the agenda.

- (a) Briefings on the U.K. Defence Policy and Organization by Dr. M.G. Whillans CDRS and on Unidentified Flying Objects by Colonel W.W. Turner, Director of Operations, CPHQ.

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- (b) A proposal by the University of Montreal for the formation of a Centre of Mathematics.
- (c) A Review of Planning.
- (d) A commentary on the NBCW Program.

In conclusion he called attention to the luncheon being given by the Minister at the Army (Ottawa) Officers Mess at 12:30. He noted this would necessitate dealing expeditiously with the agenda.

The Chairman then introduced Dr. M.G. Whillans, CDRS (London) who spoke in general terms of the problems and difficulties surrounding the research and development activities in the United Kingdom. In summary he noted that while Britain is passing through a difficult period, she is beginning to see the shape of her new role - mainly a European one - which for several reasons is not developing as rapidly as it could and her defence policy is largely moving in the same direction. A more precise definition of her role will take at least several months to determine. There will ensue a change in Research and Development Policy and Plans.

Five year financial forecasts offer definite advantages along with the unpopular reductions they entail. A better distribution of effort within the laboratories may develop within this period by the fusions of facilities. Stronger more alert development activities in industry hopefully will provide a badly needed back-up for the excellent research which has so often gone unheeded and neglected.

Even after reductions have been made, Britain will still have formidable and effective fighting forces; the most experienced, mobile and versatile in Europe. These forces will still be backed by a research and development capability which will still be among the most creative and versatile anywhere. We would do well, Dr. Whillans said, to retain our present good working relations in defence research in Britain.

Following a brief question period, the Chairman thanked Dr. Whillans for his presentation.

The Chairman then introduced Colonel Turner, Director of Operations, CFHQ who would speak about Unidentified Flying Objects. The brief had been arranged at the request of one of the members with a view to gaining some insight on these curious and, at times, mystifying occurrences.

Colonel Turner gave a most interesting and informative talk. He gave a short resume on UFO reports and the procedure that has been adopted to deal with them. He defined a UFO as an unusual aerial sighting which the observer is unable to explain. Reports are received through many sources ranging from private citizens to police and military bases.

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He spoke of the background to these occurrences noting they were by no means unique to the present time and had been reported throughout history. Scientific Committees had been formed in both Canada and the U.S. to investigate UFO's. The conclusion was reached that the evidence presented on UFO's show no indication that these phenomena constitute a direct physical threat to the security of the U.S. or Canada.

A National Research Council Committee has existed for some 7 years to coordinate Canadian activity on the study of optical effects in the upper atmosphere such as fireballs and meteorites. Reports on UFO's directed to DND have been dealt with by a varied number of agencies within the department but the responsibility has been transferred to the National Research Council just recently.

Colonel Turner also described the participation of the USAF in investigating UFO's. Recently the USAF selected the University of Colorado to make an independent investigation into UFO reports. A full report is expected to be submitted to the USAF later this year.

He spoke also of the interest of Professor James E. McDonald of the University of Arizona and of his statement on international scientific aspects of the problem of UFO's to the Outer Space Affairs Group of the U.S. The statement received the support of the Secretary General. Professor McDonald grouped past and present information into seven broad categories ranging from hoaxes fabrications and frauds through misinterpretation of well-known physical phenomena to unusual aerial sightings which cannot be identified or explained - i.e. UFO's.

Investigations by CPHQ were divided first into two broad categories.

- Information that is related to fireballs and meteorities
- Information that does not conform to the above.

Fireball and meteorite reports are forwarded to the NRC Meteorite Centre and to a representative in the province where the sighting was made for study and evaluation. Reports other than the above were classified as follows.

- Class A - Information that warrants a formal investigation.
- Class B - Information that is of an interesting nature but does not warrant an official investigation; and
- Class C - Information that is of little practical value and requires no further action.

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Colonel Turner spoke of the numbers of reports and commented on the increase in number that were received in 1967. A total of 167 reports were received of which 8 were formally investigated, 21 were under Class B and the remainder were in Class C. He also spoke of attempts to correlate sightings and other data such as time and place, in an effort to determine if any pattern existed. This had not been successful. He went on to describe some UFO sightings that were formally investigated and for which no satisfactory explanations were found.

Information obtained from certain UFO investigations suggested that these UFO's exhibited some scientific or technical features which could possibly contribute to scientific or technical research. Based on this the NRC was asked to assume the responsibility for investigations. The DND will give assistance in field investigations and NRC will keep DND informed of any information, findings or conclusions which could possibly affect national security.

A brief question period followed during which the President of the National Research Council said that similar methods and procedures as those described by Colonel Turner would be followed by the Council.

The Chairman thanked Colonel Turner for his very interesting presentation.

The Chairman then turned to the formal agenda.

Item 1 - Minutes of 69th Meeting

These were accepted as written.

Item 2 - Business Arising from the 69th Meeting.

2.1 - The Satellite Program (Confidential)

The Chairman referred to the discussion of this program at the 69th meeting. He said the outcome was that DRB would continue for at least another year to be responsible for ISIS. It would be funded directly and outside the DND budget at 3½ million. It was recognized as a high priority National project and not specifically in support of defence. It was a sensible arrangement for the present but a decision as to where the responsibility will be placed must be made in due course.

Item 3 - Routine Business.

3.1 - Minutes of 64th Meeting of the Standing Committee on Extramural Research.

These were accepted as presented.

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Item 3 cont'd

3.2 - Report on the 65th Meeting of the Standing Committee on Extramural Research. (Unclassified).

Dr. H.E. Duckworth presented the following report.

Meeting of the Advisory Committee and Panel Chairmen.

He said that a meeting of Advisory Committee and Panel Chairmen had been convoked for Friday 15 March 1968. 22 of the Chairmen had indicated that they would attend; 2 would be unable to be present. A lengthy agenda had resulted from points raised in correspondence from the Chairmen and others would no doubt occur during the present meeting. He invited all members of SCER to participate in the meeting, since he believed that the discussion would be beneficial to all concerned with evaluation and adjudication of extramural research proposals.

A further item under this category, i.e., a discussion of the relative value of large and small grants was deferred, since it was on the agenda of the meeting of Advisory Committee Chairmen.

Grants Awarded under CDRB Authority

The Committee granted its concurrence in 2 new awards, 3 supplementary awards, and a 1 year renewal of a Medical Fellowship at a total cost of \$40,710.

New Business.

Financial Review of 1967-68 Operations.

The Secretary reported that net expenditures of \$2,900,000 during the fiscal year 1967-68 precisely matched the funds made available to the extramural program. He reported that, as of 1 March 1968, 379 projects were actively being pursued, and that during the year 53 grants had been closed. (At the same point one year ago, 273 grants were in force).

General Comments on 1968-69 Applications

The Secretary reported that 602 applications had been received for research support in 1968-69. Of these 313 were renewals totalling \$3,655,000 and 289 were new, totalling \$2,980,000. (For purposes of comparison, he commented that one year ago, for the fiscal year 1967-68, 483 applications had been received, totalling \$4,990,000).

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Dr. Duckworth, Chairman of Standing Committee on Extramural Research stated that the University Grants Review Committee (UGRC) had met in December and made an allocation of funds to the various disciplines. Establishments had been notified thereof, and had communicated these support levels to Advisory Committees, through individual Committee Secretaries, for their guidance in recommending awards. In addition a sum of money had been retained for direct use by SCER for a number of purposes e.g., to make non-recurring grants for purchase of equipment, to make awards to new applicants of high scientific competence but whose proposals were deficient in defence interest in the narrower sense, and to provide for support of applications in the fields of strategic studies, economics, and political science. Advisory Committees were also asked to nominate applications for support, over and above their budgetary allocation, for funding on a priority basis if money became available through current year surpluses.

The UGRC met again at the end of February to review with Establishment representatives the recommendations of the Advisory Committees. These discussions had led to the following resolution of funds available, subject to action taken by SCER at its current meeting:

(i)	Support of applications	\$2,685,000.
(ii)	Special equipment purchases	200,000.
(iii)	Reserve for proposals in the fields of economics, strategic studies, political science.	15,000.
(iv)	Reserve for SCER use.	105,000.
(v)	Contingency reserve.	30,000.
TOTAL		\$3,035,000.

(Note: This total is constituted of \$2,900,000
from budgetary sources, plus \$135,000
from current year surpluses)

With this background, the Chairman directed the Committee's attention to the applications. A full review was made, with Advisory Committee Secretaries participating to elucidate specific points raised by members.

As a result of SCER deliberations, recommendations as follows are being submitted for approval by the Defence Research Board.

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(i)	311 renewals recommended	\$2,274,730.
(ii)	99 new applications recommended	507,670
(iii)	31 awards for equipment	187,600
(iv)	192 applications not recommended	-----
(v)	2 applications deferred	-----
(vi)	Contingency reserve approved	45,000
(vii)	Reserve for further support of strategic studies etc. (see note)	20,000
TOTAL		<u>\$3,035,000.</u>

(Note: DND is endeavouring to establish "Military Studies Professorships" in selected Universities. If these become a reality, funds for research support may be necessary in the current year (1968-69).

It is interesting to note that among new applications approved are four in the category of strategic studies and economics. This area has not previously received support through the Board's extramural program. Also approved was a grant of \$10,000 to the University of Montreal to initiate studies in Applied Mathematics through an Institute to be established by that University.

Other Business

Under this category several points were discussed briefly and informally. One of these was a query by the Chairman, SCER as to general procedures for the decision process in the awarding of grants. The suggestion was made that UGRG be expanded, with power to make decisions in all but problem cases. SCER would under this arrangement confine itself to a discussion of problem cases and to matters of policy. No decision, however, resulted.

In general, the system of grading scientific merit and of categorizing defence interest was considered to have accomplished its purpose, particularly considering the fact that the system was being fully used for the first time, and that experience might result in further improvement.

The point was made that defence applicability was a difficult matter to assess, a fact which had been raised from time to time during the meeting. There was some opinion that a small committee at DRB HQ might be able to make judgements on defence interest, but it was pointed out that the expert knowledge necessary to

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such assessment lay rather in the Establishments. The DRB policy in making awards was discussed briefly; the opinion was expressed that all awards be for the full amount requested, but as the Chairman, SCER pointed out, the practical economics of a limited budget effectively negated this admittedly desirable objective. It was suggested also that DRB adopt a more "mission-oriented" attitude towards its extramural program, but the presence of many pitfalls was recognized herein also.

In closing the meeting, the Chairman, Dr. Duckworth Standing Committee on Extramural Research, asked that members give some further thought to these and similar problems, with further discussion at a subsequent meeting. He pointed out that many points would emerge from the meeting with Advisory Panel and Committee Chairmen, and that these also would demand formal SCER discussion at a later date.

Discussion

In response to a question regarding Professorships, the Chairman, Defence Research Board explained that this was a DND proposal to establish professorships of Military studies in a limited number of universities. It was replacing the support which had previously been given to Military studies and training through C.O.T.C. etc. which was being withdrawn. Approval had been given for \$250,000 for this purpose. This would provide for 5 or 6 professorships at about \$50,000. Universities would make application which would be screened by a special committee under the Chairmanship of Mr. A.D.P. Heeney and composed of representatives from universities, Canadian Armed Forces and Defence Research Board. It was proposed that DRB should administer the program. Also DRB would be the logical agency to provide research funds.

Dr. Schneider, President of the National Research Council commented that the program had merit but stressed the need to develop strong high calibre groups in the universities. He felt other government departments would use this group. It was needed as there was nothing comparable in Canada at present. Dr. Duckworth called attention to awards made to Royal Military College and Queens University for special studies. He said he would like to see a professorship established in Kingston. The Chairman said that an application would have to be made by the University.

The Vice Chief of Defence Staff asked how it could be assured that new areas of research would be introduced into the extramural program. He noted the need to continue support of existing grants and the limited funds available.

Dr. Duckworth said this problem was recognized and while there was an obligation to renew grants, the Committee did cut back or terminate grants where this was considered necessary. He noted that this year 25% of the funds had gone to new projects. He also agreed that if the budget for grants increased the extra funds should go to new projects.

Members endorsed the report on the 65th Meeting of the Standing Committee on Extramural Research.

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- Item 3.3 - Minutes of 98th, 99th, 100th Meeting of the Selection Committee
- 3.4 - Report on 101st Meeting of the Selection Committee. (Confidential)

Mr. John D. Houlding, Chairman of the Selection Committee reported as follows:-

He pointed out that his report was in fact a summary of the 98th, 99th, 100th and 101st Meetings.

The overall strength of the Board as of 29 February 1968 was 2684 and the turnover for the 12 month period ending 29 February 1968 was at the normal rate.

Since 25 October 1967, 112 applications from professionals had been considered and 111 approved. Promotions and salary adjustments for 120 administrative and foreign service personnel and 324 other support staff have been approved. Salary adjustments for 28 professional employees were also approved.

At the 98th meeting the Selection Committee established a special sub-committee to consider a formal grievance from a professional employee. Following a thorough review of the case the sub-committee made its recommendation which has been accepted by both CDRB and the griever and it is being implemented.

In the area of Collective Bargaining the Committee had been briefed by CDRB on the progress that had been made by DRB in its preparations for collective bargaining negotiations. CDRB outlined the policy being adopted by DRB in its approach to collective bargaining. The Board, he had said, will take a positive attitude in proposing equitable, fair and competitive terms and conditions of employment in its dealing with its employees.

Mr. Houlding said the Committee had approved starting salaries as under:-

Bachelors	\$7,050. to \$7,400.
Masters	\$8,050. to \$8,400.
Ph D's	\$10,500. to \$10,800.

It was felt these would provide adequate flexibility to deal with special cases.

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Item 3.4(cont'd)

Members were informed of the two Committees established to deal with Collective Bargaining. A senior group at the Management level had been set up to deal with policy in connection with Collective Bargaining. The Bargaining Group consisted of the Chief of Personnel and his staff. It would do the actual bargaining. It would be assisted by a legal adviser from the Treasury Board staff and would call on the Establishments for help as necessary.

The question of exclusions of professional personnel in accordance with the Act is a sensitive area. It is fairly simple at the higher levels down to Directors of Divisions but there is a difference of opinion between DRB and the PIPSC in regard to section heads. These have been put in the excluded group by DRB. The question may have to be settled by the Public Service Staff Relations Board.

CDNB spoke briefly of some senior appointments that would be made during the summer. These included Dr. Chapman's appointment as Deputy Chairman (Scientific). He also spoke of the resignation of Dr. English as Acting Director General of CARDE. He would be replaced by Mr. E.J. Bobyn from Defence Research Establishment, Suffield.

3.5 - Appointment of Chairman of Advisory Committees and Panels.

Appointments as listed in Appendix "A" were approved.

3.6 - Appointment of Members of Advisory Committees and Panels.

Appointments as listed in Appendix "B" were approved.

3.7 - Summary of Estimates for 1968/69.(Secret)

The Deputy Chairman, Operations referring to the summary provided, called attention to the following points:-

- The major increase was for salaries. This was in excess of \$2,000,000. There were decreases of \$500,000 in funds for research contracts and for the work of the Electronics Components Research and Development Committee. It was felt much of this work could be handled through the DIR program.
- The item of \$6 million plus for ship construction was funded from DND. It was non-recurring and would be deleted when the ship was completed. Other construction had been severely reduced and consisted mainly of minor items of construction.
- The provision of computer facilities was a major item. There was some argument still on the question of rental versus purchase. It is the intention by DRB to rent and if the Treasury Board will not agree and insist on purchase this will require about \$5 million over a five year period. It is hoped the decision in favour of rental will be obtained. The President of the National Research Council said a committee set

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up to examine computer requirements will recommend rental and NOT purchase.

In answer to a question by the Deputy Minister of Department of National Defence it was stated that the freeze on civilian staff appointments will not create a problem for DRB. The Treasury Board will honour commitments including offers of employment. This will bring DRB up to normal strength. There may be some problems in connection with casual employees.

Attention was called to the size of the headquarters vote noting it was comparable to that for CARDE. It was explained that the HQ vote covered fairly large sums of money which remained under Central Control. One example being the travel and removal funds. It was further noted that HQ had been reduced in strength by about 20% from previous years and eventually some of these funds will go to establishments or become separate entries in the budget.

Members took note of the Summary of Estimates for 1968 and the points raised in discussion.

Item 4 - Disbandment of the Electronic Component Research and Development and its sub-Committees. (Secret)

The VC/DRB said that in the light of anticipated budget restrictions and the need for closer alignment of DRB programs with current DND requirements, it has been recommended that the activities sponsored under the ECRDC program be terminated.

This Committee was established at the 41st meeting of the Defence Research Board on 26 June 1958. Its function was to keep abreast of developments on electronic components and associated technologies and to advise the Board on ways and means of meeting or anticipating pertinent defence requirements. This latter was accomplished by recommending a continuing and coordinated series of projects. A very active secretariat within the Board monitored these projects, and in many instances gave advice to the research organizations and directed the course of the investigations. The secretariat also provided channels for exchange of information with the TTCP (The Technical Cooperative Program) and the NATO Standardization Group.

Four sub-committees were subsequently established in order to provide detailed and expert assessment in the more rapidly advancing areas of electronics, such as arose through developments in microwave and semiconductor technology, electronic materials and electronic parts per se. In the early years the committees functioned very closely with the then three Services and were able to enhance the scope and usefulness of electronics within the Services, as well as improve the capability of Canadian industry to manufacture many electronic devices with a high degree of efficiency and sophistication. There can be no doubt but what this was a timely program which proved beneficial to both the civil and military users and developers.

DEFENCE RESEARCH BOARD

OFFICE OF THE CHAIRMAN

Memorandum

27 February, 1968

General Allard:

Please find herewith Agenda for 70th Meeting of Defence Research Board.

If we do not hear otherwise we will assume that you will be attending the Board Meeting.

*Mrs Mills advised by ESO
(Mrs. A.L. Mills)*

*CJS will be absent for Secretary
from Ottawa & will not attend*

A G E N D A70th MEETING OF THE DEFENCE RESEARCH BOARD0900 Thursday 14 March, 1968DEFENCE RESEARCH BOARD HEADQUARTERSOTTAWA, ONTARIO

Opening Remarks

Briefing by Chief of Defence Research Staff (London) on Changes in UK Defence Science Policy and Organization.

Briefing by Colonel W.W. Turner, Director of Operations, CFHQ on Unidentified Flying Objects (UFOs).

- Item 1. Minutes of 69th Meeting.
- Item 2. Business Arising from 69th Meeting.
- Item 3. Routine Business.
 - 3.1 Minutes of 64th Meeting of the Standing Committee on Extramural Research.
 - 3.2 Report on 65th Meeting of the Standing Committee on Extramural Research.
 - 3.3 Minutes of 98th, 99th and 100th Meeting of the Selection Committee.
 - 3.4 Report on 101st Meeting of the Selection Committee.
 - 3.5 Appointment of Chairman of Advisory Committees and Panels.
 - 3.6 Appointment of Members of Advisory Committees and Panels.
 - 3.7 Summary of Estimates for 1968/69.
- Item 4. Disbandment of the Electronic Components Research and Development Committee and its subcommittees.
- Item 5. University of Montreal proposal to establish a Centre of Mathematics.
- Item 6. Review of Planning.
- Item 7. Nuclear, Biological Chemical Warfare Program.
- Item 8. Date and Place of Next Meeting.

Note: A luncheon is being arranged following the Board Meeting.

IN REPLY PLEASE QUOTE
RÉFÉRENCE À RAPPELER
DRBS 173-1(A/Sec/DRB)

DEFENCE RESEARCH BOARD



DEPARTMENT OF NATIONAL DEFENCE
MINISTÈRE DE LA DÉFENSE NATIONALE
CANADA

CONSEIL DE RECHERCHES POUR LA DÉFENSE

ESO	
MA	
ADC	

Ottawa 4, Ontario
2 February, 1968

Dear *General Allard*:-

The purpose of this letter is to remind you of the 70th meeting of the Defence Research Board and its Committees on the 11,12,13,14 of March.

The three meetings will be held in the Defence Research Board Conference Room 4th Floor "A" Building, National Defence Headquarters. Times, dates and other details are as under.

(a) Standing Committee on Extramural Research

Monday 11 March.

Tuesday 12 March.

Meetings start at 0900 hours each day.

Agenda and papers will be forwarded by Mr. R.H. Lowe Secretary of the Standing Committee on Extramural Research.

(b) Selection Committee

Wednesday 13 March

Meeting starts at 0900 hours.

(c) Board Meeting

Thursday 14 March.

Meeting starts at 0900 hours.

Agenda and papers will be forwarded by the Secretary of the Board to reach you on or before 5th March.

A luncheon will be arranged for the Board Members following the meeting.

A.L. Strange
(A.L. Strange)
Acting Secretary
Defence Research Board

DEFENCE RESEARCH BOARD



DEPARTMENT OF NATIONAL DEFENCE
MINISTÈRE DE LA DÉFENSE NATIONALE
CANADA

Chairman, DRB
Vice Chairman, DRB
Chief of Defence Staff
Vice Chief of the Defence Staff
Chief of Technical Services
Deputy Minister of National Defence
President, National Research Council
Dr. W.G. Bigelow
Dr. H.E. Duckworth
Dr. Roger Gaudry
Mr. G.W. Hunter
Mr. J.D. Houlding
Dr. H.H. Kerr
Mr. A.M. Pennie
Dr. W.R. Trost
Dr. A.B. Van Cleave
Deputy Chairman (Sc)
Comptroller
Chief of Personnel
Chief Canadian Defence Staff, Washington
Chief Canadian Defence Staff, London

Attached for your information and retention is Copy No. 3
of the Minutes of the 69th Meeting of the Defence Research Board
held on 25 October, 1967.

E.F. Schmidlin
(E.F. Schmidlin)
Secretary
Defence Research Board

DRBS 173-3(Sec/DRB)

CONSEIL DE RECHERCHES POUR LA DÉFENSE

EGO	
MA	
ADC	

Ottawa 4, Ontario
6 December, 1967

IN REPLY PLEASE QUOTE
REFERENCE A RAPPELER

SECRET

DRBS 173-3(Sec/DRB)

COPY NO. 3

MINUTES OF THE 69th MEETING
OF THE
DEFENCE RESEARCH BOARD
HELD AT
OTTAWA, ONTARIO
25 OCTOBER, 1967

CANCELLED

SECRET

DRBS 173-3(Sec/DRB)

INDEX OF APPENDICES

TO THE

MINUTES OF THE 69th MEETING OF THE DEFENCE RESEARCH BOARD

APPENDIX

A & B

Appointment of Chairman and Members of Advisory Committees
and Panels.

CANCELLED

SECRET
DRBS 173-3(Sec/DRB)

MINUTES OF 69th MEETING

DEFENCE RESEARCH BOARD

25 October, 1967 - 0900 a.m.

HELD AT OTTAWA, ONTARIO

DECLASSIFIED

AUTHORITY: DHD3-12

BY: *[Signature]* FOR DMIST NDHQ

DATE: *[Signature]* JAN 23 2002

PRESENT:

Vice Chairman - Dr. L.J. L'Heureux
(Acting Chairman)

Members

- General J.V. Allard
- Mr. E.B. Armstrong
- Dr. W.G. Bigelow
- Dr. H.E. Duckworth
- Mr. John D. Houlding
- Dr. H.H. Kerr
- Lt. Gen. L.G.C. Lilley
- Mr. A.M. Pennie
- A/M F.R. Sharp
- Dr. W.G. Schneider
- Dr. W.R. Trost
- Dr. A.B. Van Cleave

Secretary - Mr. E.F. Schmidlin

Opening Remarks

Dr. L.J. L'Heureux, VC/DRB, explained the unavoidable absence of Dr. Uffen. In consequence Dr. L'Heureux would act as Chairman of the meeting. Members asked that a letter of condolence be sent to Dr. Uffen.

The VC/DRB then went on to say that Dr. Gaudry and Mr. Hunter were unable to be present and that Mr. Armstrong would come in later. He also spoke of Dr. Ballard's retirement and said he would be a guest at luncheon when the Minister would present him with a token of appreciation for his services to the Board and the Department of National Defence.

An intelligence briefing on the Chinese nuclear capability had been arranged and this would be given by a team from the DS&TI prior to the consideration of the agenda.

Intelligence Briefing (Confidential)

Mr. L.G. Eon, DS&TI together with Mr. A. Cruikshank and Dr. Roger Eaton briefed the members on the nuclear capability of the Chinese. It covered both nuclear weapons development and delivery systems by both Aircraft and missiles. The briefing was classified as TOP SECRET and is not reported in these minutes. There was a short question and answer period at the conclusion of the presentation.

Members then turned their attention to the formal agenda.

CANCELLED

SECRET

DRBS 173-3(Sec/DRB)

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- Item 1 - Minutes of the 68th Meeting (Unclassified)
These were accepted as written.
- Item 2 - Business Arising from the 68th Meeting.
- 2.1 - The Budget (Secret)

The Vice Chairman said that he would like to speak about the budget and the financial restraints being imposed on all departments and agencies by the Government. He felt this situation should be made clear before dealing with those items of the agenda that involved finances.

He went on to say that the country was in financial difficulty and the Government was finding it necessary to cut back spending estimates for 1968/69. Cuts were being applied all across the board including the scientific agencies of various departments and National Research Council. Defence Research Board had to accept its share of the reductions being imposed on the Department of National Defence.

The original estimates submitted totalled \$54,000,000 - an 8% increase over 67/68. In mid October the Chairman had been informed that his budget for 68/69 was not to exceed \$48,000,000. This involved a reduction of \$4,000,000. In other words the 68/69 budget would be the same as the 67/68 budget in the face of a very substantial rise in the costs of goods and services.

The following reductions have been proposed:-

Cancellation of ISIS B	1,700,000
Major Construction	625,000
Operation of Research Ships	300,000
Personnel Costs	400,000
Major Equipment	400,000
Grants to Universities	100,000
Research Contracts	500,000
Minor Construction	75,000
TOTAL	\$4,100,000

The VC/DRB called attention to the fact that the major share of the cuts had been applied to the internal programme as there was reluctance to reduce funds for the extramural programme.

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CANCELLED

SECRET

DRBS 173-3(Sec/DRB)

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Item 2.1 cont'd

He also said that efforts were being made to shift the satellite programme out of the Defence budget and have it financed under separate funding. The problems in connection with the ISIS programme are the maintenance of the skilled teams built up in industry and in Defence Research Board against the day when a space agency may be established; in addition many commitments have been made to include experiments in the ISIS B. It may be necessary for Defence Research Board to continue to carry the programme in which case reductions will have to be made in the extramural programme and in personnel costs to compensate. From all points of view it is a serious and difficult problem.

2.2

Report on the Satellite Programme(Secret)

Dr. W. Petrie DC(Sc) presented this report. In his remarks he stressed the problem of the commitments. He said there were 12 experiments to be included in ISIS B - 8 Canadian and 4 from the U.S. The Canadian experiments were from DRTE, 1 from NRC, 1 each from University of Western Ontario, University of Saskatchewan and the University of Calgary. The U.S. experiments were 1 from National Aeronautical and Space Administration, 2 from U.S. Universities and 1 from the USAF Cambridge Research Centre.

He expressed the hope that the programme could continue otherwise there would be a series of unfortunate repercussions. He appreciated the fact that the priority for ISIS within Department of National Defence was a low one and hence should be funded from a source outside defence. It had a high priority as a national programme. Funding for 67/68 was \$3,000,000 and DRB had requested a supplementary of \$2,500,000 which had not been granted. The requirement for 68/69 was \$3,500,000. In response to a question as to the possibility of slowing down the programme as opposed to its cancellation Dr. Petrie said that this would delay ISIS B and further the programme would not remain viable. It was felt, however, that the Government wished to keep the technical team together and this had led to a request to the Prime Minister to provide funding apart from Defence.

As at present there was no authorization to continue with ISIS B. The programme was under review by the Treasury Board and must await its decision. In the meantime ISIS A could be completed and launched in late 1968.

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Item 2.2 cont'd

The question of DOI taking on this programme was raised as this department had expressed an interest in it. There was also a serious problem in maintaining the engineering group in industry. This would cost \$60,000 per month as from 1 November.

The problem was a crucial one and some decision must be reached quickly. The Chapman report was going to Cabinet this week and the current crisis may accelerate the decision to form a space agency. It would have to go through Parliament and this would be a slow process. It was noted also that no department of Government had included funds in its budget for space research or for work on communications satellites. Work must start immediately to meet dates for launching of communications satellites hence some source of funds must be found.

2.3 - Report of Progress in Implementing New Policy and Re-organization of Defence Research Board Headquarters (Confidential)

The VC/DRB recalled that at its 68th meeting the Board had approved the Final Report and Recommendations of the Ad Hoc Study Group. The Minister had given his approval and by 1 September 1967 the recommendations of the report had been implemented.

The Vice-Chairman continued by saying this change had been well received with a minimum amount of dislocation and with only minor domestic difficulties. He felt that he could say with confidence that -

- More attention was now being given to the problems of the Canadian Forces.
- There was a marked improvement in the relations between the scientists and the serving officers, much of which stemmed from the work of the Scientific Assistants to the VCDS and the CTS.
- There were increased links between the universities and the establishments which were enhancing the value of the extramural programme.
- The Defence Research Council had served to integrate the Heads of Establishments and the Headquarters staff to the point where there was now a mutual feeling of confidence and a better understanding of the problems of each.

...5

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Item 2.3 cont'd

In a brief discussion which followed the Vice Chairman's comments the Military members of the Board expressed their satisfaction with the progress and improvement resulting from the new concept and organization.

In his comments, the Chief of Defence Staff expressed the hope that the Canadian Forces were providing an adequate input as a guide to Defence Research Board in the allocation of its resources. He went on to say that the Forces were tied to day-to-day affairs. There was a constant fear that they would not be prepared for the future. He urged continuous liaison between the scientists and the serviceman to develop new ideas and to discard old ones. He feared that because of the pre-occupation with current problems, the Forces might not be giving sufficient guidance for the distant future.

It was the consensus that there had been a marked improvement in the liaison between DRB and the Canadian Forces. The Scientific Assistants had proven most effective and a series of meetings with Mobile, Training and Maritime Commands were revealing new areas where research was needed. The will to collaborate existed, and similar techniques in planning were being employed. Measured against this background, the new concepts and procedures adopted by the Board appeared to be sound and along the right lines.

2.4 - Recommendations for Change in Nomenclature

The DC(O) recalled that the Board had not accepted the title of Director for Heads of Establishments proposed at the 68th meeting. It had requested further consideration and suggested the adoption of Director-General or Director in Chief in order to differentiate clearly between a Head of an Establishment and the head of a major sub unit.

The DC(O) could now report that establishments had been polled as to their choice and the majority favoured the title of Director-General for the head of an establishment and Director for the head of a major sub unit. He invited members to approve.

Approval was given.

Item 3. Routine Business

3.1 Minutes of the 63rd Meeting of the Standing Committee on Extramural Research (Restricted)

Dr. H.E. Duckworth, Chairman of the Standing Committee on Extramural Research reported on the following matters.

Item 3.1 cont'd

(a) Report on brochure re defence interest

The secretary reported that 3,000 copies of the brochure had been distributed throughout Canadian Universities. Reception had been favourable, he continued, and suggestions for increased cross-indexing would be implemented in a subsequent edition. He stated further that a French language version had been prepared and was presently in the hands of the printers.

(b) Proposed meeting of Advisory Committee Chairmen

Members agreed that a meeting of Advisory Committee Chairmen be approved in principle. The date most suitable appeared to be March 1968 immediately preceding or following SCER Meeting #65.

The Secretary was instructed to prepare an agenda, to include a discussion of the Board's objectives in the support of extramural research, funding procedures, presentations outlining the Board's internal program, and measures whereby co-ordination of the extramural and intramural programs could be maintained and improved.

(c) Large vs. Small grants

Considerable discussion took place regarding this item. It was pointed out that in the past very useful work had been accomplished by selecting specific research areas wherein defence interest was high, and funding these at meaningful levels of support. With currently foreseen new areas of interest developing, it might be advisable to examine certain of these with a view to initiating defence-oriented work therein. Applied mathematics, sociology, and political economy were mentioned as possibilities. Members recognized the vital necessity for a clear definition of Board responsibility in respect both to levels of funding and to duration of support. Budgetary problems would also require consideration, as would the outcome of current re-appraisals of the Board's intramural program. Noting the importance of that re-appraisal, and its obvious impact upon the extramural program, members agreed to defer further discussion to the June 1968 meeting, and the Secretary was instructed to place this item on the agenda of that meeting.

Item 3.1 cont'd

(d) Grants awarded under CDRB authority

The Committee granted its concurrence in 6 awards made under CDRB authority during the period 1 June 1967 to 15 October 1967. These awards totalled \$17,800.

(e) Financial Review of year to date

The Secretary reported that expenditures during the current year now totalled \$2,837,290.00 leaving a credit balance in the extramural grant account of \$62,710. He stated further that recommendations to be tabled at the present meeting totalled \$22,000; if approved, the current free balance would be accordingly reduced to \$40,710, a sum adequate to finance operations for the remainder of the fiscal year.

(f) Grant applications

The Committee recommended Board approval of 1 new grant and 8 supplementary awards totalling \$22,000.

(g) Proposed new grading system

The Committee discussed a new grading system for the evaluation of applications for extramural research support. Members agreed that uniformity of evaluation principles among the various Advisory Committees and Panels was desirable and that the highest level of objectivity must be sought despite the fact that subjective judgment was involved. Following detailed discussion, the secretary was instructed to prepare and submit to members with all urgency a simplified version of the tabled submission, to cover both scientific quality and defence applicability.

The Members took note of the above report.

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3.3 - Minutes of the 96th and 97th Meetings of the Selection Committee (Confidential)

Mr. John D. Houlding, Chairman of the Selection Committee reported on the 97th meeting which had been held on 6 September. The following points were noted:-

(a) Personnel Strength

The personnel strength of 2663 on 25 October 1967 reflects a decrease of 14 professional, an increase of 2 technical and 3 support staff, showing a net decrease of 9.

Commitments to employ are now 17 as compared to 27 at the end of October 1966.

(b) Turnover

The turnover of Defence Scientific Service Officers by DSSO grade and degree level during the twelve-month period ending 25 October 1967 is as follows:

	<u>Taken on</u> <u>Strength</u>	<u>Struck off</u> <u>Strength</u>		<u>Taken on</u> <u>Strength</u>	<u>Struck off</u> <u>Strength</u>
CDRB	—	1	Ph.D	8	20
DSSO 8	—	1	Masters.	14	7
" 7	—	2	Bachelors or		
" 6	—	1	equivalent.	12	20
" 5	2	5			
" 4	1	10		34	47
" 3	12	19			
" 2	19	8			
	34	47			

(c) Professional Recruitment

Since 31 May 1967, 8 applications have been submitted to Selection Committee for consideration; all were approved. Of these, 1 was a new Ph.D graduate and 7 were experienced personnel as follows; 1 Ph.D., 2 M.Sc.'s and 3 B.Sc.'s.

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Item 3.3 cont'd

(d) Support Staff Recruitment

The Committee approved the recruitment of 6 full-time technical, 3 summer technical, and 31 other supporting staff.

(e) Promotions and Salary Adjustments

The Committee considered and approved promotions for 77 professional and 25 other supporting staff.

In addition the Committee approved salary adjustments for 4 professional and 5 technical staff.

(f) Research Assistants

The Committee approved the recruitment of 1 student under the University of Waterloo Co-operative program.

Members took note of the report and approved the Minutes of the 96th and 97th meetings of the Selection Committee.

3.4 - Appointment of Chairmen and Members of Advisory Committees and Panels (Restricted)

The recommendations at Appendix A & B were approved.

3.5 - Revised Procedures for Appointment of Chairmen and Members of Advisory Committees and Panels (Restricted)

DRB Organization Letter No. 52 setting out the revised procedures was tabled. Following a brief explanation of purpose of the revision, the Secretary asked the Board to grant authority to the Chairman to effect adjustments in the terms of present members to bring them into phase with the revised procedures.

The authority was granted.

Item 4 - Collective Bargaining (Confidential)

The Chief of Personnel had prepared a written report on the status of the Collective Bargaining process with particular reference to Defence Research Board as a separate employer. Copies were distributed to members and the C of P commented on the main points of the paper.

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Following his commentary there was a brief discussion which was directed mainly at clarifying certain issues. The following points were noted.

The question of the right to strike was raised. In reply the C of P said that in general, employees in the Public Service could choose between strike action or compulsory arbitration. If strike action was taken, the employer could define those who have not the right to strike, such as those engaged in essential services affecting safety, law and order etc. He went on to say that strike action by DRB employees would not be an effective method of enforcing demands since the closing down of research would not result in a strong public demand for its resumption.

In reply to a question regarding bargaining agents he said The Public Service Alliance of Canada would likely be the main organization representing the non-professional groups. The Professional Institute of the Public Service of Canada would in all probability, represent the professional group.

Some doubt was expressed of the efficiency of Collective Bargaining as applied to separate employers. There was a danger of research scientists being generally at lower rates than their counterparts in the Civilian sector. C of P expressed general agreement in this view but there was an advantage to DRB in that it could establish rates of pay for research and technical categories operating in a research environment. Both the Professional Institute and the Public Service Alliance were prepared to consider this separately from the larger groups of professional and technical employees in operating departments. Also if the pay research group of the Staff Relations Board works well an equitable rate of pay can be established.

Members took note of the paper and commentary presented by the C of P.

Item 5

Progress on Planning (Confidential)

The DC(Sc) introduced this subject by saying that it has become clear, in the last few years, that planning must be a full time activity, not something to be done when spare time can be found. There are a number of influences, most of them recent, which bear on the Defence Research Board program. These include integration of the Armed Forces, their changing roles and tasks, the decreasing probability of an intercontinental war with Russia, the growing strength of Canadian industrial research and the shrinking value of a research dollar; (also,

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Item 5 cont'd

unfortunately, the shrinking number of research dollars). With these facts in mind, during a recent reorganization of HQ a planning staff, identified as such was set up and asked it to devote full time and energy to producing guidelines for the future.

Decisions on certain programs will probably have to be made in the near future. If we are to take on new activities for the Armed Forces, and it is clear that we should do so, something will have to give. A review is under way of all our projects and a number which get a relatively low defence interest rating may have to be terminated. In collaboration with the Chief of Technical Services, General Lilley, we are studying two areas in which there should probably be a larger DRB involvement. These are aeronautical engineering and vehicle research and development. Discussions with Mobile Command will lead to the identification of areas of increasing interest. It is apparent, for example, that certain studies in sociology and perhaps anthropology will be more important in the future. In a peacekeeping role, detection devices and intrusion devices are necessary to aid a small force. In short, program changes are inevitable and a number of decisions will probably be required in the next few months. For the longer term, Chief of Plans will make recommendations based on a relatively new approach to evaluating projects. Dr. Wiggin will describe the activity of his group now.

Dr. Wiggin, Chief of Plans had prepared a comprehensive paper covering the progress that had been made in programme planning. Copies of this paper had been distributed to members.

A brief historical introduction led to the conclusion that, for a variety of reasons, a constant analytic process must be carried on. This must range ahead into the political and scientific future and across all scientific disciplines. It must weigh relative importance against relative cost. Relative becomes the operative word in the many decisions that will have to be made.

He referred to the responsibilities of the DRB which stemmed from the intended functions as stated in the National Defence Act and of the functions of the Planning Staff in relation to the fulfillment of these responsibilities.

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Item 5 cont'd

He continued by discussing the methodology to be employed and stressed the need for inputs from many sources such as from the Scientific Assistants and the liaison between Defence Research Board and the Canadian Forces; studies concerning political developments; studies concerned with assessing the significance of fields of scientific or technological activity and others.

In regard to evaluation techniques he said that there was a degree of urgency now to reach some decisions. For this reason two parallel activities were in hand in regard to assessment of the program. First a figure of merit rating was being applied to determine Military relevance. This was to be used on a once only basis. The aim was to sort projects into three main groups having high, medium and low defence or potential defence significance. Based on this and other considerations, a judgment would be formed as to which should be strengthened, held constant or reduced. Dr. Wiggin termed this a "quick and dirty" operation to establish quickly guidelines for the next few months. He went on to speak of the second activity which was the study of other techniques in order to determine their applicability to evaluation of the Defence Research Board program for the long term.

One of these was the Pattern technique which was being used by the Canadian Forces but there was doubt that the mathematical method used in Pattern is applicable to research. Despite this difficulty, there would be advantages to employing the Pattern technique because it is being employed by the Canadian Forces and it would hasten the development of plans based on a more comprehensive and searching analysis than the figure of merit system.

Other techniques being investigated was one employed in France by De I'Estaille and another called Quest (Quantitative Utility Estimates for Science and Technology).

Turning to programme budgetting, Dr. Wiggin said it was very highly related to planning. One of its stated objectives is that it will provide an insight into the extent to which programmes are being analyzed and planned. He contended also that we must acknowledge the Governments duty to disburse public funds in relation to the relative importance of competing programmes and its right to have programmes presented to it in a manner which assists it in making of such judgments. Programme budgetting does not preclude or inhibit the essential degree of flexibility which a research organization must retain.

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Item 5 cont'd

Dr. Wiggin had made a tentative classification list of activities under which the estimates of the Defence Research Board could be effectively displayed. Its relations to defence were obvious and would permit the classification of all endeavours under one or more of his proposed list of activities.

1. Surveillance
2. Command and Control
3. Mobility
4. Firepower
5. Manpower
6. Logistics

In concluding his comments Dr. Wiggin said the planners were very aware of the fact that the programme must always be more important than the plan.

In the course of the discussion which followed, the Chief of Defence Staff made the point that Peace Keeping was a dangerous term since it had no precise value as a Military operation. It might range from zero to one hundred - i.e. from total peace to total war and within this range there were many requirements. He agreed with the suggestion that a better term would be the Scale of Conflict.

The Deputy Minister, Department of National Defence felt it desirable in planning to incorporate the factor of effect on defence industry. It was noted that this along with other criteria would be taken account of in the development of an evaluation system.

This raised the issue of development and the need to ensure that the programme was viable and has a potential market. It should be integrated into a large user field.

In concluding the discussion the Vice Chairman said there were two points to take into account in programme planning. One was the acquisition of knowledge on which advice on procurement could be based and the other was to ensure there was a firm requirement for the product which research made possible.

He said there would be further discussion of programme planning at a future meeting.

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Item 6 - Other Business

6.1 - The Internal Committee Structure (Restricted)

Members took note of Organization Letter 53 dealing with the Control of Operations of the Defence Research Board.

6.2 - Personnel Regulations (Restricted)

A copy of the Defence Research Board Personnel Regulations was tabled. Following a brief explanation of these and the need for them as a base for Collective Bargaining, the Board agreed that they be forwarded to the Minister of National Defence with a recommendation for their approval by the Governor-in-Council.

6.3 - Defence Research Board Symposium (Unclassified)

This will take place on 20-21-22 November. Dr. O.M. Solandt will give the guest address and there will be a number of invited papers from the U.S. the U.K. and Canadian scientists outside the Board. The programme also includes a session on Peacekeeping.

Item 7 - Date and Place of Next Meeting

The 70th meeting will be held in Ottawa in the week of 11 March 1968.

Item 8 - Visit to Programme Office

This was deferred to a later meeting.


 (E.F. Schmidlin)
 Secretary

24 November, 1967

APPOINTMENT OF CHAIRMEN OF COMMITTEES AND PANELS

Committee on Structures and Materials Research
(with effect from 1 November 1966 to 31 March 1970)

Mr. S.L. Gertsman,
Chief, Physical Metallurgy Division Mines Branch,
Dept. of Energy Mines and Resources,
586 Booth Street,
Ottawa, Ontario.

Re-Appointment

Subcommittee on ECRDC Electronic Parts
(with effect from 1 January 1968 for 2½ years)

Mr. W.D. Howell,
Electronics Division,
Atomic Energy of Canada Ltd.,
Chalk River, Ontario.

Re-Appointment

Subcommittee on ECRDC Electronic Materials
(with effect from 1 April 1968 for 2 years)

Dr. A.J. Goldek,
Assistant Professor,
Dept. of Electrical Engineering,
Carleton University,
Ottawa, Ontario.

New Appointment

Subcommittee on ECRDC Microwave
(with effect from 1 April 1968 for 2 years)

Dr. R.R. Gagne,
Assistant Professor,
Dept. of Electrical Engineering,
Laval University,
Quebec City.

New Appointment

Subcommittee on ECRDC Semiconductor
(with effect from 1 April 1968 for 2 years)

Dr. J. Rolfe,
Radio and Electrical Engineering Division,
National Research Council,
Ottawa, Ontario.

New Appointment

APPOINTMENT OF MEMBERS OF COMMITTEES AND PANELS

Advisory Committee on Biological Warfare Research
(with effect from November 1967 for 3½ years)

Dr. Robert Angus MacLeod, Ph.D.
Professor of Bacteriology,
Dept. of Microbiology,
Macdonald College,
McGill University,
Montreal, Quebec.

New Appointment

Dr. Donald M. McLean,
Professor of Bacteriology,
Dept. of Microbiology,
University of British Columbia,
Vancouver, B.C.

New Appointment

Advisory Committee on Chemical Research
(with effect from 1 November 1967 to 31 March 1970)

Dr. A. Cholette, Sc.D.
Professeur Titulaire de Génie Chimique,
Université Laval Québec, Que.

Re-Appointment

Dr. Peter John Dyne,
Head, Materials Science Branch,
Atomic Energy of Canada Limited,
Whiteshell Nuclear Research Establishment,
Pinawa, Manitoba.

New Appointment

Advisory Committee on Structures and Materials Research
(with effect from 1 November 1967 to 31 March 1971)

Professor E. Teghtsoonian,
Head,
Dept. of Metallurgy,
The University of British Columbia,
Vancouver, B.C.

New Appointment

(with effect from 1 November 1967 to 31 March 1970)

Dr. J. Gordon Parr, Ph.D.
Dean Faculty of Applied Science,
University of Windsor,
Windsor, Ontario.

Re-Appointment

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Advisory Committee on Structures and Materials Research
(with effect from 1 November 1967 until 31 March 1969)

Dr. André Hone,
Head, Dept. of Metallurgical Engineering,
Ecole Polytechnique,
2500 Avenue Marie-Guyard,
Montreal 26 Que.

Re-Appointment

(with effect from 1 November 1967 until 31 March 1970)

Professor Arthur Dubé, D.Sc.,
Directeur Département de Génie Minier et Métallurgie
Université Laval
Québec, Qué.

Re-Appointment

Advisory Committee on Physics Research
(with effect from 1 April 1968 for 3 years)

Mr. William Crocker Brown, B.Eng.
Head, Defence I Section
Radio & Electrical Engineering Division,
National Research Council

New Appointment

Dr. Aléric Boivin BSc., MSC., DSc.,
Professor Department of Physics,
Laval University,
Quebec, Que.

New Appointment

Main Committee on ECRDC
(with effect from 1 January 1968 for 2 years)

Mr. W.D. Howell,
Member Electronics Division,
Atomic Energy of Canada Ltd.,
Chalk River,
Ontario.

Re-Appointment

Dr. J. Rolfe,
Member Solid State Section,
Radio and Electrical Engineering Division,
National Research Council,
Montreal Road
Ottawa, Ontario.

New Appointment

Dr. R. Gagne, Ph.D,
Assistant Professor,
Dept. of Electrical Engineering,
Laval University,
Quebec, Que.

New Appointment

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Main Committee on ECRDC

(with effect from 1 April, 1968 for 2 years)

Dr. A.J. Goldak,
Assistant Professor,
Dept. of Electrical Engineering,
Carleton University,
Ottawa, Ontario.

New Appointment

Subcommittee on Semiconductor ECRDC

(with effect from 1 April, 1968 for 2 years)

Dr. A. Pearson,
Head,
Electronics Division,
Atomic Energy of Canada Ltd.,
Chalk River,
Ontario.

New Appointment

Subcommittee on ECRDC Microwave

(with effect from 1 April, 1968 for 2 years)

Dr. J.L. Yen,
Professor,
Dept. of Electrical Engineering,
University of Toronto,
Toronto, Ontario.

New Appointment

Subcommittee on ECRDC Electronic Parts

(with effect from 1 January 1969 for 1½ years)

Mr. S. Bond,
Electronic Components Branch,
Electrical and Electronics Division,
Dept. of Industry.

Re-Appointment

Panel on Blood Problems and Plasma Expanders

(with effect from 1 November 1967 for 3 years 5 months)

Dr. R.K. Smiley, M.D. FRCP(C)
Professor and Assistant Dean,
University of Ottawa

Re-Appointment

Panel on Toxicology

(with effect from 1 November 1967 for 3 years 5 months)

Dr. J.R. Murray, Ph.D.
Professor and Director,
School of Pharmacy,
University of Manitoba,
Winnipeg, Man.

New Appointment

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Panel on Visual Problems

(with effect from 1 November 1967 to 31 March 1971)

Dr. John C. Ogilvie, B.Sc., M.A., Ph.D.
Professor,
Mathematics and Psychology,
Department of Psychiatry,
University of Toronto

Re-Appointment

Panel on Radiation Protection and Treatment

(with effect from 1 November 1967 for 3 years and 5 months)

Dr. Gordon Whitmore, Ph.D.
Physicist, Ontario Cancer Institute,
Professor, Dept. of Medical Biophysics,
University of Toronto

New Appointment

Major H.E. Rankin, RCE., BSc.
Instructor Physics Department,
Canadian Services College,
Royal Roads,
Victoria, B.C.

New Appointment

Main Committee on ECRDC

(with effect from 1 April 1968 for 2 years)

Capt. H.W. Isaac,
Director,
Aerospace Combat Systems,
DND/HQ

New Appointment

DEFENCE RESEARCH BOARD

NINETEENTH SYMPOSIUM

20, 21 and 22 November 1967

PROGRAM TIME TABLE

and

ABSTRACTS OF PAPERS

Department of National Defence

Canada

DEFENCE RESEARCH BOARD

NINETEENTH SYMPOSIUM

20, 21 and 22 November 1967

PROGRAM TIME TABLE

and

ABSTRACTS OF PAPERS

Department of National Defence

Canada

F O R E W O R D

The guest lecturer for the Defence Research Board's 19th Symposium will be Dr. O.M. Solandt, Chairman of the Science Council of Canada. Dr. Solandt of course was the first Chairman of the Defence Research Board and the instigator of the annual symposia.

This year the scope of the symposium has been extended to include scientific papers from areas other than the Board's own work. Among these invited papers will be the opening contribution by an officer of the Canadian Forces Mobile Command dealing with Peacekeeping Operations. Scientists from the United States and British defence organizations have also been invited to present some of their work in a variety of fields. This year another innovation is the inclusion of senior scientists from Canadian universities who will report on some of the work being carried out under the Board's extramural program.

In addition to the session on Peacekeeping Operations which forms the topic for the first afternoon, there will be sessions on Satellite Communications, Telecommunications, Weapons and Engineering, Operational Research, NBC Warfare, ASW and Maritime Research and Medical Research.

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19th DRB Symposium Chateau Laurier Hotel
 Ottawa, Canada

PROGRAM TIME TABLE

MONDAY, 20 November 1967

9.00 a.m. to 4.45 p.m.	Registration	Ball Room Corridor
10.45 a.m.	Opening Remarks	Ball Room
	Guest Address Dr. O.M. Solandt, Chairman Science Council of Canada	
2.00 p.m. to 4.45 p.m.	Peacekeeping Operations Papers 1, 2, 3, 4 and 5	Ball Room
6.00 p.m.	Reception (by invitation)	RCAF Officers' Mess

TUESDAY, 21 November

8.30 a.m. to 4.45 p.m.	Registration	Convention Hall Lounge
9.00 a.m. to 12.40 p.m.	Satellite Communications Papers 1, 2, 3, 4, 5, 6 and 7	Convention Hall
2.00 p.m. to 5.10 p.m.	Telecommunications Papers 1, 2, 3, 4, 5 and 6	Convention Hall
9.00 a.m. to 12.30 p.m. and 2.00 p.m. to 2.30 p.m.	Weapons and Engineering Papers 1, 2, 3, 4, 5, 6, 7 and 8	MacDonald Room
2.35 p.m. to 5.15 p.m.	Operational Research Papers 1, 2, 3, 4 and 5	MacDonald Room

WEDNESDAY, 22 November

8.30 a.m. to 4.00 p.m.	Registration	Convention Hall Lounge
9.00 a.m. to 12.40 p.m. and 2.00 p.m. to 2.30 p.m.	ASW and Maritime Research Papers 1, 2, 3, 4, 5, 6, 7 and 8	Convention Hall
2.35 p.m. to 4.55 p.m.	Medical Research Papers 1, 2, 3, 4 and 5	Convention Hall
9.00 a.m. to 10.00 a.m.	Operational Research Papers 6 and 7	MacDonald Room
10.15 a.m. to 12.15 p.m. and 2.00 p.m. to 4.30 p.m.	NBC Warfare Papers 1, 2, 3, 4, 5, 6, 7, 8 and 9	MacDonald Room

GENERAL INFORMATION

1. Security

For purposes of security this Symposium is classified "SECRET". Admission to all sessions will be by special non-transferable Visitor's Pass, which will be issued when registering.

2. Program

The final program with detailed time table, administrative and other information will be issued on registration.

3. Name Badges

Name badges will be provided as a convenience to delegates. They will not admit the wearer to the sessions of the Symposium

4. Meeting Rooms

Registration and all technical sessions will be held in the Chateau Laurier Hotel, Ottawa. Details are shown in the Program Time Table (see page 1).

5. All requests for information should be directed to:

Mr. R.A. Berry
Symposium Secretary
Room 4620 A Bldg.
Defence Research Board
National Defence Headquarters
Ottawa 4.

Telephone No. 99-2-4274

MONDAY, 20 November 1967
2:00 p.m. to 4:45 p.m.

BALL ROOM

PEACEKEEPING OPERATIONS

- No. 1 FORCE STRUCTURE PROBLEMS IN THE 1970's.
Col. G.G. Bell, Mobile Command HQ, Canadian
Forces Base, St. Hubert, Quebec.

(No abstract was available at the time this brochure went to press.)

- No. 2 ANALYSIS OF COMMAND AND CONTROL IN PEACEKEEPING OPERATIONS.
R.J. Hill, Defence Operational Research Establishment,
Ottawa, Ontario.

The object of this study is to attempt to discuss the bases of successful command and control systems for the use of future peacekeeping forces. The study started out with a historical survey of the performance of past peacekeeping forces in four categories:

Observer Group

Emergency Forces

Cold War Forces

Security Forces

As a result of this survey it was possible to identify what appeared to be the main problem of command and control, and a questionnaire was prepared for officers with peacekeeping experience to determine whether their experience was in line with the conclusions reached. The returns of the questionnaire supplement by discussion with experienced officers and by observation in the field have been used to prepare a more authoritative analysis of the main problems.

- No. 3 CULTURE CONFLICT IN PEACEKEEPING OPERATIONS.
A.C. Custance, Defence Chemical, Biological
and Radiation Establishment, Ottawa, Ontario.

At the Defence Research Board/Mobile Command Collaboration Conference held in Toronto in April, 1967, attention was drawn to some of the difficulties experienced by peacekeeping forces stationed in areas which have distinctly different cultural traditions from our own. This paper is an attempt to show the subtle way in which other cultures may differ and how important it is not to be unaware of these differences. The consequences of such unawareness can be much more than merely socially embarrassing.

By way of illustration, reference will be made to the importance of rights in contrast to possessions in cultures which do not accumulate wealth: to the extent to which in many cultures intention is quite as important as actual

No. 3 (Cont.)

fulfillment: to the comparative indifference to time in contrast with our precise views on the matter: to the significance of relationships within the community, where the rewarding of personal services is involved: to their somewhat different and occasionally far more precise concept of what is "truth": and to the unsuspected danger, due to misunderstanding, of many practices common with ourselves, such as pointing at objects to identify them. The object of this paper is not to present a catalogue of interesting comments on the behaviour patterns of other cultures, but to draw attention to the fact that our own view of life may not be the only valid one and that our own system of values in general is not necessarily shared by other peoples.

No. 4 U.S. WORK IN SOCIAL SCIENCES RELATED TO PEACEKEEPING.
Garry Quinn, Office of Overseas Defense Research,
Advanced Research Project Agency, Washington, D.C.

This paper emphasizes work on the preparation of US personnel for communicating with, and working with, peoples of non-Western cultures. It attempts to identify gaps in our knowledge and reviews programs aimed at filling them.

No. 5 WAR GAMING OF PEACEKEEPING OPERATIONS.
L.J. Byrne, Lt.Col. T.F. Howard, Defence
Operational Research Establishment,
Ottawa, Ontario.

As part of the Series of War Games concerning strategically mobile tactical forces being conducted by DORE/DLOR a war game on peacekeeping operations has been played. The aim of the whole series of games is to investigate the organization, equipment, and tactics of strategically mobile tactical forces in a variety of political situations and geographical areas employed on operation ranging from limited war to peacekeeping, and to study associated problems of the supporting air and sea units. The peacekeeping game was conducted under assumed UN auspices in an emergency notion with a high level of political instability. The physical environment contained tropical forests and a coastal plain. The paper provides the political background, a description of the physical environment, details of the forces involved, and an account of the actions and measures undertaken. Political, technical, and tactical problems encountered are discussed and an account of the findings of the game and some of their implications is presented.

THURSDAY, 21 November 1967
9:00 a.m. to 12:40 p.m.

CONVENTION HALL

SATELLITE COMMUNICATIONS

- No. 1 A SPREAD SPECTRUM MODULATION AND DEMODULATION
EQUIPMENT FOR SATELLITE COMMUNICATIONS.
N.G. Davies, Defence Research Telecommunications
Establishment, Ottawa.

Satellite communications is an extremely attractive communications medium for long and short range military communications. The efficiency of the Military Forces employment of satellite communications will depend upon the use of modulation techniques that provide jamming protection and that enable several earth terminals to use a satellite repeater simultaneously. A spread spectrum modulation and demodulation equipment, which has these features, has been developed by DRTE and is being used in communications experiments with US Initial Defence Communications Satellites. The design features of this spread spectrum modulation equipment will be discussed and the performance of the equipment in simulations of multiple transmissions and of high level interference will be illustrated.

Associated equipment to measure reception conditions has been developed. By means of an information feedback strategy, which will be described, the message transmission rate of this modulator and demodulator may be automatically adjusted to match the reception conditions. The dynamic performance of this adaptive rate changing equipment will be discussed and illustrated.

The results of experiments using this modulation and demodulation equipment with active repeater satellites and the implications of the use of this technique in communications systems will be discussed in companion papers.

- No. 2 DRTE COMMUNICATIONS EXPERIMENTS WITH U.S. DEFENCE
COMMUNICATIONS SATELLITES.
Donald B. Wohlberg, Defence Research Telecommunications
Establishment, Ottawa.

This paper will discuss DRTE satellite communications experiments with US Defence Communications Repeater Satellites. The purpose of these experiments was to investigate modulation techniques in satellite communications and to evaluate a spread spectrum modulation equipment developed at DRTE. Spread spectrum modulation has been developed to provide multiple access satellite communications and a significant jamming protection.

The communications experiments were conducted using US IDCSP (Initial Defence Communications Satellites Program) satellites, under a memorandum of understanding between the US Department of the Army and DRB, and an experimental satellite communications ground terminal at DRTE. The IDCSP satellites and the ground terminal facilities will be briefly described. The spread spectrum modulation technique will be discussed briefly. The details of the technique will be given in a companion paper by N.G. Davies.

No. 2 (Cont.)

The communications experiments have included tests to characterize the satellite communications circuit, tests to evaluate the DRTE spread spectrum equipment and tests to evaluate an adaptive message rate changing technique. To characterize the satellite communications circuit power transfer measurements using CW signals were carried out, both in a single terminal access mode and in a multiple terminal access mode, with the cooperation of US ground terminals. To evaluate the spread spectrum equipment, code synchronization and lock were tested, losses encountered in implementing spread spectrum technique were measured, and the probability of message symbol error was measured as a function of transmitter power and satellite sharing. One of the most important aspects of the tests has been the evaluation of a variable message rate technique in which the message transmission rate is automatically changed when the received signal level changes.

The implications of these experiments in the design and specification of military communications circuits over satellite links will be discussed.

- No. 3 SATELLITE COMMUNICATION SYSTEMS.
G.J. Clowes, N.G. Davies and J.A. Heal,
Defence Research Telecommunications
Establishment, Ottawa.

An appraisal of the technical advantages and constraints of different satellite communications systems will be given, based on successful experiments at DRTE with the IDCSP satellites and on initial tests with a UHF terminal.

The three main areas for consideration are: the satellite repeater, the link terminals, and the interface between the link terminals and military users. Technical considerations within these three areas will be discussed for the case where it is assumed that the Canadian Forces have a requirement for modest capacity communication links having a high reliability and virtually global coverage. The discussion will relate to relatively small terminal configurations and their traffic capacities, multiple access operation, and the use of newer modulation techniques which are directed towards digital communications.

- No. 4 EVALUATION AND INTERPRETATION OF SPACE PHOTOGRAPHY
Dr. G. Konecny, University of New Brunswick.

(No abstract was available at the time this brochure went to press.)

- No. 5 THE CHOICE OF FREQUENCIES FOR SATELLITE COMMUNICATIONS SYSTEMS.
R.M. Dohoo and J.W.B. Day, Defence Research Telecommunications
Establishment, Ottawa.

Several authors have considered some of the aspects of the problem of choosing frequencies for satellite communications systems. The importance of

many of the factors affecting the choice of frequencies varies for different ground terminal and spacecraft requirements. This paper attempts to bring together many considerations, including those of international frequency allocations and to study their relation to special system requirements.

Natural restraints are provided by propagation conditions. At frequencies below several hundred megahertz, Faraday rotation and cosmic noise may cause difficulty. At frequencies above 4 GHz, tropospheric conditions become important, and absorption, noise and scattering due to atmospheric gases and condensed water become dominant considerations.

The system requirements may well demand certain antenna characteristics. If high antenna gain can be used, the higher frequencies will provide this with smaller antenna apertures. If, however, antenna gain is restricted by system requirements, lower frequencies are desirable.

The current state-of-the-art in power tubes and low noise receivers and in spacecraft primary power supplies also affects the present choice of frequencies. Expected developments will extend the frequency range which may be considered for practical satellite communications systems.

Since whatever frequencies are technically desirable have to be agreed with other users of the radio spectrum, some consideration is given to the role of CCIR and ITU in the determination of new frequency allocations for satellite communications. Of considerable importance is the question of sharing frequencies with, for example, radio relay systems.

Systems can be divided conveniently into those using mobile, transportable and fixed ground terminals. It is shown that there may be very good technical reasons for the use of frequencies in the UHF band for communications systems employing mobile terminals but the problems of frequency allocations are noted. For systems using transportable terminals, and especially for those using fixed terminals, the present frequency allocations appear to be optimum. However, there may well be good arguments for the use of higher frequencies when wider bandwidths, higher power densities on the ground or more exclusive frequency allocations are required.

No. 6 ATMOSPHERIC ATTENUATION MEASUREMENTS ON A
SATELLITE-EARTH PATH AT 7 GHz.
J.W.B. Day, K.S. McCormick, J.I. Strickland,
Defence Research Telecommunications Establishment,
Ottawa.

As part of the DRTE program to investigate rain attenuation at microwave frequencies, 7.3 GHz radiation from the IDCSP satellites was monitored for some hundreds of hours during the summer months of 1967. The satellites were tracked using the 30-foot precision antenna, and signal strength recorded at 10-second intervals, by means of a real-time digital computer.

During periods of rain, an S-band weather radar was used to determine the distribution of rainfall along the propagation path, through the empirical

No. 6 (Cont.)

equation $Z = aR^b$. For calibration purposes, a rain gauge was used to measure the rainfall rate at a point on the ground 1.5 km south-east of the antenna. Empirical predictions of the path attenuation were then made using the relation $A = kR$. These predicted attenuations are compared with those observed.

The majority of the observations were made using a setting satellite with elevation angle less than 15 degrees. This increases the probability of rain intercepting the propagation path. In addition, low angle scintillations have been observed under a variety of meteorological conditions.

No. 7 RAINFALL ATTENUATION MEASUREMENTS USING AIRBORNE BEACONS AT 4, 8, and 15 GHz.
 K.S. McCormick, J.I. Strickland and W.J. Pawziuk,
 Defence Research Telecommunications Establishment,
 Ottawa.

The attenuation of microwaves at 4, 8, and 15 GHz by rainfall has been measured for slant paths of less than ten degrees elevation. In these experiments, stabilized signal sources at all three frequencies are carried by a CF-100 aircraft flying at an altitude of 13 kilometers. The generated signals radiate from antennae located at the wing tip oriented perpendicular to the line of flight. The aircraft flies in a circular orbit of approximately 65 kilometers radius about the 30 foot precision tracking antenna at DRTE. Thus, signals are propagated along a line of sight path from the aircraft to the tracking antenna. Measurements of the power received at each frequency are made at one second intervals, range normalized, and recorded by a real time digital computer on magnetic tape for subsequent analysis.

To determine the rainfall rate along the propagation path, a weather radar operating at S-band continuously tracks the aircraft. The backscattered power is measured by range sampling and analogue to digital techniques, range normalized, integrated and recorded. The radar is calibrated by comparison with rainfall rate and tipping bucket rain gauges.

The measured attenuations at 4, 8, and 15 GHz are correlated with the radar-predicted rainfall rate on the basis of currently accepted models of rain attenuation and scattering. The adequacy of surface point rainfall rate statistics in predicting slant path attenuations is discussed.

THURSDAY, 21 November 1967
 2:00 p.m. to 5:10 p.m.

CONVENTION HALL

TELECOMMUNICATIONS

- No. 1 GIANT-PULSE EVOLUTION IN A Q-SWITCHED Nd^{3+} - GLASS LASER.
 Dr. C.K. Campbell, McMaster University, Hamilton, Ontario.

Investigations have been conducted on giant-pulse build up in a rotating - prism Q-switched laser of the above type. These include studies of fluorescent spectra as relating to conversion efficiency for laser action. The effects of aperture - limiting devices on mode suppression are also considered.

- No. 2 A RECEIVING SYSTEM FOR HMCS BONAVENTURE FOR AUTOMATIC TRANSMISSIONS FROM WEATHER SATELLITES.
 R.M. Milne, Defence Research Telecommunications Establishment, Ottawa.

The Canadian Navy has a requirement to receive weather pictures from meteorological satellites on a number of its ships, in particular H.M.C.S. Bonaventure. The Bonaventure presents a particularly difficult problem in that the interference levels experienced on board ship are very high. This paper describes the operation of weather satellites, the interference environment on board ship, and a system that will be installed, in the near future, on board H.M.C.S. Bonaventure.

The system has a fixed antenna, the pattern of which is shaped to give almost omni-directional coverage over a large bandwidth and at the same time exhibits a deep null for both vertical and horizontal polarization at low elevation angles. The null, which is relatively broad will be aligned to the major source of interference on board ship.

- No. 3 VHF/UHF NOISE AND INTERFERENCE LEVELS ON DDH CLASS SHIPS.
 F/L F.S. Chute and C.A. McKerrow, Defence Research Telecommunications Establishment, Ottawa.

During the spring of 1967, a series of measurements were made, in HMCS Skeena and HMCS Ottawa, to determine the effect of locally generated noise and interference on the ship's communications system.

Measurements were made at a number of discrete frequencies in the VHF and UHF bands. It was found that man-made noise levels were lower than anticipated but considerable interference was caused by cross-modulation and intermodulation effects. In some cases these spurious signals originated in non-linear elements in the communications system itself while, in other cases they originated externally in corroded or otherwise imperfect metal-to-metal contacts.

The paper discusses some of the special problems encountered in a ship's communications system when a number of high power transmitters are operated simultaneously in a confined area. Methods which can be employed to minimize system degradation in such an environment are given and the measuring equipment and techniques are described.

- No. 4 VHF SURFACE PROPAGATION RANGES FOR VARIOUS SEA STATES.
 E.E. Stevens, Defence Research Telecommunications
 Establishment, Ottawa.

A telemetry range of 25 nautical miles is considered essential for certain naval surface-to-surface operations. This is not achieved in practice using the 162-173 MHz band.

Based on standard ground-wave conductivity charts and antenna height-gain factors, with existing equipment parameters the maximum range predicted for telemetry signal levels that will provide a zero signal-to-noise ratio is in the order of 21 nautical miles. These calculations assume a flat sea, that receiver front-end noise figure determines overall system sensitivity, and that no system degradation exists. They do not take into account, however, the effect of the sea-state, and the influence it exerts on the propagation mode.

DRTE has investigated various aspects of VHF propagation in both simulated and operational environments. This paper reviews some of the results of this work and their possible application to maritime operations.

- No. 5 PROGRAMMED SEARCHES FOR ADMISSIBLE STRATEGIES TO CONTROL
 A RADAR INTERCEPT AND ANALYSIS SYSTEM.
 F.W. Symons, Defence Research Telecommunications
 Establishment, Ottawa.

Radar signals coming from many sources simultaneously are to be sorted according to pulse repetition frequency, carrier frequency and bearing angle. A system has been postulated, however many system parameters remain to be chosen. There is little practical experience available to indicate good parameter values or to indicate how sensitive the system performance might be to changes in the parameters.

A digital computer simulation of the system in a working environment has been employed to attempt to answer some of these questions.

A scorekeeper routine in the simulation observes the environment and the system output and accumulates performance statistics. These are used to adjust the system parameters in a process which may converge to an admissible set. For each admissible set a sensitivity study is made.

Graphs showing error distributions and sensitivity to parameter changes will be presented.

- No. 6 A PORTABLE LF COMMUNICATIONS SYSTEM FOR THE ARCTIC.
 W.M. Evans, Defence Research Telecommunications Establishment, Ottawa.

A need has been stated for a highly portable, short range, low information rate communications system for use in the Canadian Arctic as a back-up to conventional H.F. equipment. Recent advances in solid state circuitry make L.F. systems practical, in such an application, provided a light weight, compact, reasonably efficient antenna can be devised.

No. 6 (Cont.)

In this paper the theoretical and experimentally derived characteristics of a dipole lying on the earth's surface are described and the application of the antenna to L.F. communications discussed. Comparisons are made between the performance of the dipole and a practical vertical antenna. The effects of ground conductivity on the efficiency of both types of antennae are discussed and it is shown that under most Arctic conditions the dipole performance is improved whereas the efficiency of vertical antennas decreases.

Local communications trials, in which the dipole antenna and a 100 watt solid state transmitter were used are described. In these tests, reliable communications were established over distances up to sixty miles. Extrapolation of these results indicate that ranges up to 150 miles can be realized in the Canadian Arctic.

WEDNESDAY, 21 November 1967
 9:00 a.m. to 12:30 p.m.
 and 2:00 p.m. to 2:30 p.m.

MACDONALD ROOM

WEAPONS AND ENGINEERING

- No. 1 PROGRESS IN THE DEVELOPMENT OF HIGH STRENGTH URANIUM ALLOYS FOR BALLISTIC APPLICATIONS.
 W.H. Erickson, Canadian Armament Research and Development Establishment, Valcartier, P.Q.

Heat treatment, metallographic and mechanical property studies have been made on a series of high density depleted uranium alloys. These alloys contain additions of molybdenum, niobium and zirconium; forming binary, ternary and quaternary combinations with solute contents in the range 2 to 6 wt. %.

The survey demonstrated that many of the alloys could be readily heat treated to high hardness levels. However, the tensile ductility and toughness was low in each case. A few alloys showed considerable ductility in compression.

Continuing improvements in casting technique with elimination of porosity, hot-working and modification of heat treatment procedures have resulted in significant increases in strength and ductility of several selected alloys.

Research effort is now being directed towards reaching a fuller understanding of the transformation kinetics and products to allow selection of the correct thermal and mechanical treatments for optimum properties.

- No. 2 ROCKET WARHEAD RESEARCH.
 , Royal Armament Research and Development Establishment, Britain.

(No abstract was available at the time this brochure went to press.)

- No. 3 BEHAVIOUR OF THICK-WALLED CYLINDERS SUBJECTED TO TRANSIENT HIGH PRESSURE PULSES.
 M. Bouchard, Canadian Armament Research and Development Establishment, Valcartier, P.Q.

In this investigation the behaviour of a high strength steel (AISI-4340) thick-walled cylinder having a constant ratio of wall thickness to internal diameter of 2.28 has been studied. The thick-walled tubes and end seals were designed to minimize the axial load stress thus simulating the conditions in a gas gun chamber. In this study the dynamic internal pressures, up to 140,000 psi., were measured by averaging the results from three different techniques: crusher gauges, shear gauges and pressure cells.

No. 3 (Cont.)

The theoretical predicted stresses calculated from different criteria are compared to the experimental measurements. A relation between the residual stresses and the internal pressure is given to take account of the autofrettage produced.

A system of simplified equations is presented for the stresses and strains in both elastic and plastic regions of a partially overstrained cylinder. A corrected equation for the new internal allowable pressure of the cylinder autofrettaged to a known value is also given, taking in consideration the new equilibrium state of stresses. This controlled autofrettage effect increases the maximum permissible pressure in the thick-walled cylinder.

- No. 4 TV CONTROL OF WEAPONS SYSTEMS.
 , Royal Aircraft
 Establishment, Britain.

(No abstract was available at the time this brochure went to press.)

- No. 5 CURRENT MOTIVATIONS FOR PLASMA RESEARCH.
 Dr. G.G. Cloutier, University of Montreal.

After defining few parameters describing some fundamental properties of plasmas, the author will present a classification of the major areas of interest in plasma physics in terms of these parameters. The types of problems met by the researchers, the progress made to date and the prospects of evolution of the research in each area will be briefly reviewed. In the course of this review, the Canadian contributions to this broad spectrum of activities will be indicated.

- No. 6 RELATION ENTRE LA STRUCTURE ET LE Tg DES POLYURETHANES.
 Guy Perrault, Canadian Armament Research and
 Development Establishment, Valcartier, P.Q.

Dans l'espoir d'améliorer les propriétés à basse température des polyuréthanes, une étude théorique a été amorcée pour déceler certaines relations entre la température de transition vitreuse (Tg) des polyuréthanes et la structure des constituants. L'obtention de la structure optimale quant aux propriétés à basse température permettrait d'obtenir un propergol mieux adapté à nos conditions climatiques. Une série de polyesters a donc été préparée à partir de l'acide sébacique et de β -aminoglycols de structures variées. Ces polysebacates ont ensuite été traités par un diisocyanate en présence d'un triol afin d'obtenir un élastomère dont le Tg a été déterminé. Les résultats de Tg sont discutés en fonction des variations de structure du diol de départ tel que la longueur de la chaîne latérale et la conformation. Une explication du comportement des Tg est présentée et confirmée par des spectres de résonance magnétique nucléaire (R.M.N.).

- RELEASED UNDER THE ATIA - UNCLASSIFIED INFORMATION
DIVULGUE EN VERTU DE LA LAI - RENSEIGNEMENTS NON CLASSIFIES
- No. 7 FURTHER APPLICATIONS OF COULOMETRIC CONTROL OF
CHARGING OF NICKEL-CADMIUM BATTERIES.
R.L. Haines, H.R. Braun, F/O L.A. Turlock and
T.E. King, Defence Chemical, Biological and
Radiation Establishment, Ottawa

Coulometer charging controls permit the user to rapidly and safely recharge the nickel-cadmium battery, and at the same time reduce battery maintenance. During the past two years, the coulometer control concept has been adapted to solve a number of charging problems encountered by various Canadian Government Agencies. Charger controllers for coulometer equipped batteries have been tested on the CF-104 nuclear strike aircraft and are being studied for the CF-5 aircraft. Tellurometer batteries used by Canadian Forces Land Mapping and Charting Establishment have been fitted with coulometers and chargers developed to permit rapid safe charging from the 28 VDC available on helicopters. The coulometer controlled battery power supply, developed for the Canadian Forces Sea Sonar SQS-505, has been used as a model for the power supply for the SQS-507 sonar to be mounted on the hydrofoil. Coulometers have been included in the battery system on the ISIS-A Satellite, and have been recommended as the charge control device for the batteries used for inboard communications on new Department of Transport icebreakers. Studies presently underway are to determine the advantages of coulometric control in standby and emergency power applications and the feasibility of using coulometers to control the charging of pocket-plate nickel-cadmium batteries. Details of some of these applications and the results of the charging studies are presented.

- No. 8 THE NAVAL HYDROFOIL SHIP PROPULSION METHODS AND POSSIBILITIES
OFFERED BY PRESENT-DAY ENGINE DEVELOPMENTS.
F. Ward, Canadian Armament Research and Development
Establishment, Valcartier, P.Q.

Hydrofoil propulsion methods are studied on the basis of thrust and efficiency. Using FHE-400 as a comparison, it is shown how an above water system could be competitive at high speeds. The low specific fuel consumption of the latest by-pass fan-jet engines make such a power unit attractive if a conventional means of propulsion is used for displacement and medium foilborne speeds.

TUESDAY, 21 November 1967

5 p.m. to 5:15 p.m.

and

WEDNESDAY, 22 November 1967

9:00 a.m. to 10:00 a.m.

MACDONALD ROOM

OPERATIONAL RESEARCH

- No. 1 PROJECT SKYLOOK - EXAMINING THE EFFECTIVENESS OF PHOTO INTERPRETATION OF TACTICAL GROUND TARGETS.
D.H.J. Norman and B.A. Richardson, Defence Operational Research Establishment, Ottawa.

Project SKYLOOK was carried out to provide an up-to-date quantitative evaluation of the effectiveness of photo interpretation in detecting representative military targets. The project was done in two phases. Phase I was designed to provide imagery and Phase II to study the interpretation of the imagery. So far in Phase I one field exercise, SKYLOOK I, has been carried out. In Phase II four experiments, SKYLOOK II, III, IV, and V, have been done. In SKYLOOK I an infantry company with additional weapons with a tank troop in support and an associated artillery troop with an observation party were deployed for two days in a tactically realistic setting. They were photographed by L-19 and T-33 aircraft using 70mm cameras. The location of all items on the ground was recorded independently by ground observers, and became the "ground truth" for the Phase II experiments.

SKYLOOK II, III, IV and V were controlled experiments in which military photo interpreters attempted to detect, recognize, and identify ground targets using the imagery obtained in SKYLOOK I. The experiments were designed to examine the effect of various factors which could influence the effectiveness of interpretation.

The results are of interest in peacekeeping operations in that aerial photo reconnaissance is likely to remain one of the prime methods of obtaining information. Further, the set-up used in SKYLOOK I, designed to simulate aspects of possible NW Europe operations, may be particularly appropriate to peacekeeping operations from the viewpoint of the size of the ground elements, the aircraft and cameras used to take the photography, and the method of flying the missions.

- No. 2 OPERATIONS OF THE F-5 AIRCRAFT IN SOUTHEAST ASIA.
USAF, Squadron Commander of the
F-5 Unit during Skoshi Tiger Test in SEA.

(No abstract was available at the time this brochure went to press.)

- No. 3 NIGHT VISION AND SYSTEM ANALYSIS OF NIGHT VISION.
R.S. Wiseman, Director of Combat Surveillance, Night
Vision and Target Acquisition Laboratory,
Fort Monmouth, N.J.

(No abstract was available at the time this brochure went to press.)

- No. 4 SOME INVESTIGATIONS OF LAND OPERATIONS AT NIGHT.
M.D.F. Boulton and Major T.C. Wagstaff, Defence
Operational Research Establishment, Ottawa.

In the past, night time has been used by land forces to counteract the advantage of an enemy who has superior fire power since it is difficult to bring a great deal of effective firepower to play at night. This state of affairs is particularly apparent in clandestine or guerrilla warfare. A survey of literature pertinent to night operations revealed that a great deal had been written on the subject, but that very few usable data were available. In order to generate some usable data, a program of field experimentation was started. During the summer of 1965 a platoon of 1 Cdn Gds participated in field exercises in project Night Aid I which was designed to examine night operations involving small arms fire at the individual and section level. A further field experiment, Night Aid II, conducted during the fall of 1967, examined aspects of night operations at the individual, section, and company level. Tasks included surveillance of moving and static targets and infra-red sources, patrolling, and small arms fire.

- No. 5 PRELIMINARY RESULTS OF A STUDY OF THE RELIABILITY OF THE ARMoured PERSONNEL CARRIER.
D. Biggar, Defence Operational Research
Establishment, Ottawa.

A continuing study of the operational reliability and operating cost of the M113A1 Armoured Personnel Carrier (APC) is being conducted by the Directorate of Land Operational Research. The purpose of the study is to examine the optimum age at which the M113A1 APCs should be replaced. The paper discusses the types of data which are being collected and presents a preliminary examination of the results.

Information is being collected through the normal maintenance reporting system and also directly from field exercises. Since the most useful sources of operational reliability data are the records of failures and maintenance actions which occur on field exercises, it was decided to maintain a detailed record of the reliability of operation of the M113A1 during one field exercise in Germany each year. The types of data collected during the exercises are as follows:

- (a) type of failure
- (b) odometer reading at failure
- (c) time to repair

No. 5 (Cont.)

(d) time out of operation

Information of the above type which has been collected on field exercises in 1966 and 1967 is presented.

No. 6 TACTICAL AIRCRAFT WEAPONS DELIVERY AVIONICS
COST EFFECTIVENESS STUDY.
F.J. Joyce, Defence Operational Research
Establishment, Ottawa.

A cost and effectiveness study of possible attack systems for the CF-5 was carried out to assess the relative merits of increasing degrees of avionics systems sophistication. Competing systems were evaluated in various conflict situations defined in terms of the enemy anti-aircraft defence, the duration of the conflict and the geographical location of the conflict. Six alternative avionics systems were defined, analyzed and compared through a computer model.

Aircraft weapons loads, flight profiles and manoeuvres were matched with the enemy targets and defence levels to determine the most cost effective system and the system least sensitive to the environment in which it is employed.

A brief introduction to the cost and effectiveness methodology will be presented followed by input information to include the mission analysis, the weapons, the defence environment, flight profiles, and the natural environment. Weapon delivery problems, restrictions and effectiveness will be explained.

The important conclusions of the cost and effectiveness comparison of the six attack systems and their sensitivities will be discussed.

No. 7 EFFECTIVENESS OF HYDROFOILS AND HELICOPTERS
IN THE ASW ROLE.
Lt. R.A. Hurtubise, Canadian Armament Research
and Development Establishment, Valcartier, Quebec.

At CARDE, a number of digital computer simulators have been constructed by the Hydrofoil Systems Analysis Team as a means of determining hydrofoil effectiveness. Three of the simulations were programmed in order to help evaluate the overall system effectiveness of two ASW vehicles, namely hydrofoil and the helicopter, in the track and attack roles.

The computer programs as well as the Monte Carlo techniques employed will be discussed. A description will be given of the measures of effectiveness used and examples of basic results will be given.

Emphasis will be placed on the flexibility of the digital computer programs, whereby system and sub-system parameters may easily be varied to permit the simulation of various characteristics under examination.

WEDNESDAY, 22 November 1967

CONVENTION HALL

9:00 a.m. to 12:40 p.m.
and 2:00 p.m. to 2:30 p.m.

ASW AND MARITIME RESEARCH

- No. 1 EXPLOSIVE ECHO-RANGING VIA THE RELIABLE ACOUSTIC PATH.
R.L. Rowlatt and B.K. Conrod, Defence Research
Establishment Atlantic, Dartmouth, N.S.

In order to obtain reliable detection of submarines at long ranges, it is essential to use sound paths which traverse the stable sound velocity structure found deep in the ocean. Recently, echo ranging experiments have been carried out utilizing the so-called Reliable Acoustic Path with point and line charges as sound sources and with omnidirectional hydrophones and a 6 ft diameter plane hydrophone array. The results of the experiments will be presented. Some of the interesting conclusions are that vertical line charges and the directional receiving array increased the echo to background ratio over the point charge and omnidirectional hydrophone combination; that at night the reverberation background increased significantly due to the migration towards the sea surface of resonant scatterers of biological origin.

- No. 2 TRACE CONTAMINANTS IN ATMOSPHERES OF UNDERSEA CRAFT.
, Naval Research Laboratory,
Washington, D.C.

In addition to the prime life support requirements of furnishing oxygen and removing carbon dioxide, the maintenance of habitable atmospheres in undersea craft is complicated by the presence of highly complex mixtures of organic vapor pollutants. A large number of these have been identified in both submarines and SeaLab II by means of gas chromatography, mass spectroscopy, infrared and other laboratory tools. There are continuing sources of them (cooking, metabolism, solvents, fuel, adhesives, smoking, etc.) and they must be removed by proper use of activated carbon or by catalytic burning. Most organic pollutants are removed by fresh carbon or are burned to carbon dioxide and water by the catalytic burner. A few, such as methane and some halocarbons, do not, and either continue to build up in concentration or are converted to other chemicals by the burner.

Tobacco smoking is the prime source of carbon monoxide in submarines. The smoldering tip of a cigarette contributes considerably more to pollution than the inhaled smoke. The pressure in SeaLab II was 7 atmospheres, hence, the oxygen level was kept at about 4% for physiological reasons. At low oxygen concentrations such as this, fires, including smoking, are automatically precluded. Yet, significant amounts of carbon monoxide were found in SeaLab II. Its source is still a mystery.

No. 3 SOME FACTORS AFFECTING THE OPERATIONAL PERFORMANCE
OF JEZEBEL SONOBUOYS.
W.H. Armstrong, Defence Research Establishment
Atlantic, Dartmouth, N.S.

Field experience indicated that the AN/SSQ-504 long life sonobuoy did not perform as well as the AN/SSQ-508 short life sonobuoy in high sea states.

The ASW/Service Project Unit at DREA was requested to determine the cause of the SSQ-504's poor performance by conducting comparison trials of the two types of sonobuoys.

During the summer of 1966, laboratory and field comparisons indicated that the two types of sonobuoys were similar in performance under static and near quiet sea conditions. A comparison conducted in a Sea State 4 indicated, under these dynamic conditions, that the SSQ-504 sonobuoy had a higher self-noise output than the SSQ-508 in the lower frequency region.

Shake table tests of SSQ-504 and SSQ-508 sonobuoy hydrophones revealed that the SSQ-504 hydrophone had a 32 db higher response to accelerations for equivalent acoustic sensitivities. The high acceleration response of the SSQ-504 hydrophone combined with the forces present in a high sea state could produce noise which would mask low level signals, and is considered a prime factor in the poor performance of this sonobuoy in high sea states.

Other factors which could contribute to sonobuoy self-noise in a high sea state are changes in hydrostatic pressure, flow noise and hydrodynamic instability of the hydrophone. Noise may also be produced in the frequency region of interest by loss of the radio frequency carrier due to washover of the sonobuoy antenna resulting in a loss of A.G.C. quietening of the sonobuoy receivers. Some of these effects are discussed.

No. 4 RIP-RECORDING INSTRUMENT PACKAGE.
J.H. Ganton and A.R. Milne, Defence
Research Establishment Pacific,
Victoria, B.C.

RIP is an instrument package, designed for mounting on the ocean bottom, which records Arctic ambient acoustic noise for a period of one year. The units were put in place last summer from the ice-breaker CCGS LABRADOR and they will be recovered next summer with the aid of an acoustic command signal.

The talk will introduce the reasons for developing RIP, with a brief review of previous Arctic ambient noise measurements. The electronic and mechanical design will be discussed, as well as safeguards against corrosion.

A short film clip will show the handling of the units from a ship.

- No. 5 GEOGRAPHIC DIFFERENCES IN THE SOUND SCATTERING
 PROPERTIES OF THE BOTTOM OF THE NORTH ATLANTIC OCEAN.
 A.E. Robison, Defence Research Establishment Atlantic,
 Dartmouth, N.S.

The performance of long range sonars is affected by the sound scattered back from inhomogeneities in the ocean volume and its boundaries. The acoustic backscattering properties of the ocean bottom were measured using explosives and omnidirectional hydrophones at 130 sites in the North Atlantic between Nova Scotia and Puerto Rico, between Nova Scotia and Gibraltar, and between Newfoundland and the Norwegian Sea. An analysis of bottom scattering strength was carried out in from 5 to 7 octaves above 200 Hz. Scattering strengths are presented as a function of grazing angle and frequency for various physiographic provinces, such as abyssal plains, ridges and continental rises. The highest and lowest scattering strengths were measured on the Rift Mountains of the mid-Atlantic Ridge, and on the European Continental Rise, respectively; in one octave, the scattering strengths in these two areas differed by as much as 25 db. Values obtained on abyssal plains are only slightly less than those obtained on the Rift Mountains. The dependences of scattering strength on frequency and bottom topography are consistent with those reported by other observers who used similar techniques to study bottom reverberation in the Atlantic.

- No. 6 UNDERWATER SOUND AND MARINE ORGANISMS.
 B.M. Bary, University of British Columbia,
 Vancouver, B.C.

In the marine environment, animals either may interfere with propagation of underwater sound and/or produced sounds. Both are relevant to the use of detection devices and the interpretation of those data obtained. Pulsed underwater sound is scattered, the scattering being dependent on frequency and the type, nature and perhaps number of animals in the insonified water. Scattering from fish is recorded from low frequencies to at least 200 kHz; zooplanktonic crustaceans of one to two cm and longer appear to be responsible as well for scattering recorded at 100 kHz and above, but not at frequencies of 50 kHz or lower. The discussion examines evidence relating to these points.

- No. 7 WAVE SPECTRA AND THE SCATTERING OF SOUND FROM
 THE OCEAN SURFACE.
J.H. Stockhausen, R.S. Thomas and D.H. Scott,
 Defence Research Establishment Atlantic,
 Dartmouth, N.S.

In active sonars, for a period which depends on sea state, the background in sonar echo ranging may be reverberation due to backscattering from the ocean surface. While local wind speed is the main factor controlling the ocean surface, it remains an indirect parameter as a determinant of acoustic backscattering strength. Direct measurements of surface roughness spectrum with an accelerometer buoy were made simultaneously with measurements of backscattering strength using explosive charges as acoustic sources. The best correlation between backscattering strength and surface roughness was observed when the r.m.s. waveheight of the short period ocean waves only was taken into account.

No. 7 (Cont.)

There was an indication that shorter waves than those measurable with the wavebuoy control backscattering, or perhaps that sound of each acoustic wavelength is scattered predominantly by ocean waves of a corresponding wavelength. More substantial evidence is contained in the results of experiments with narrow beams of CW pulses in which the doppler spread of frequencies in the scattered sound can be related to the velocity of propagation of ocean waves with wavelengths appropriate for first order diffraction.

No. 8 ELECTROMAGNETIC SWELL NOISE AND MAD
 R.A. Hafer, K.C. Maclure and J.T. Weaver,
 Defence Research Establishment Pacific,
 Victoria, B.C.

The magnetic signals produced by gravity waves in sea water, particularly those produced by the long period waves of ocean swell, constitute noise to MAD equipment of increased sensitivity, because of the characteristics of the noise, and the prevalence of swell in open ocean.

General analytical expressions for the parameters which describe the noise have been derived at DREP directly from Maxwell's Equations, and curves have been obtained following the variation in these parameters with changes in the variables on which the noise depends.

Field measurements of swell noise from fixed positions in shallow sea water, floating buoys in deep ocean, and airborne measurements, by DREP and NAE, have confirmed the validity of the theoretically derived expressions. Statistics on the prevalence of ocean swell indicate the magnitude of the effect which can normally be expected.

The effects of aircraft manoeuvres on the amplitude and frequency of the noise are described and ways of minimizing the interference with MAD operations are discussed.

WEDNESDAY, 22 November 1967
35 p.m. to 4:55 p.m.

CONVENTION HALL

MEDICAL RESEARCH

- No. 1 THE ASSESSMENT OF PHYSICAL FITNESS.
D.V. Bates, McGill University,
Montreal, Quebec.

(No abstract was available at the time this brochure went to press.)

- No. 2 INTERAURAL PHASE-EFFECTS IN AUDITORY DETECTION
AND DISCRIMINATION.
G.B. Henning, Defence Research Establishment
Toronto, Downsview, Ontario

The ability of human observers to detect weak sinusoidal signals in broad-band Gaussian noise is greatly improved by presenting the signals in opposite phase at the two ears. Depending on the signal duration and frequency, signals can be detected at levels as much as 24 dB below the corresponding in-phase condition. This improvement (frequently called a "release from masking" or a "binaural masking level difference") is found in both frequency and amplitude discrimination tasks and, to a lesser extent, in speech recognition.

- No. 3 THE EFFECT OF ACETOZOLAMIDE ON ACUTE MOUNTAIN SICKNESS.
W/C A.C. Bryan, Major W.J.B. Cocker, F/L C.L. Allen
and F/L D.W. Larson, Institute of Aviation Medicine,
Toronto, Ontario.

Acute Mountain Sickness can incapacitate troops suddenly exposed to high terrestrial environments, and methods of expediting acclimatisation are under investigation. The hypoxia of altitude is aggravated by a respiratory alkalosis which impedes tissue oxygenation. Pre-treatment with carbonic anhydrase inhibitors can alleviate this effect as they produce a metabolic acidosis, which compensates for the respiratory alkalosis. This effect has been studied using Acetazolamide, 250 mgm. t.i.d. for two days before exposure to 16,000 ft. both in the Decompression Chamber and at the Arctic Institute High Altitude Laboratory on Mt. Logan.

The effects of Acetazolamide were evaluated on the basis of symptoms, acid base changes and serial physical work capacity measurements. It is concluded that Acetazolamide is of value in alleviating acute mountain sickness, by allowing a more efficient extraction of oxygen from the blood, and probably by increasing cerebral blood flow.

No. 4 BEHAVIORAL AND PHYSIOLOGICAL EFFECTS OF
 PROLONGED ISOLATION.
 Dr. John P. Zubek, University of Manitoba,
 Winnipeg, Canada.

Since 1959, a programme of research has been conducted on the behavioral and physiological effects of prolonged isolation (up to 14 days). Two main conditions were used viz., sensory deprivation (darkness and silence) and perceptual deprivation (constant unpatterned light and white noise). Approximately 200 experimental subjects were employed. The main findings were as follows:

- (1) A greater impairment of various intellectual and perceptual-motor tasks was obtained after perceptual deprivation than after sensory deprivation.
- (2) A progressive slowing of the electrical activity of the brain as a function of duration, was observed. Large individual differences were noted. Furthermore, an abnormality of EEG activity was still present in some subjects ten days after termination of a 14-day period of isolation.
- (3) No significant changes in urinary excretion of adrenaline and noradrenaline were present during isolation. Isolation "quitters" possessed a low adrenaline baseline level, relative to successful "endurers", both before and six months after emerging from isolation.
- (4) Performance of calisthenic exercises was found to be effective in counteracting many of the isolation effects.
- (5) Exposure to visual deprivation alone produced an increase in cutaneous, auditory, olfactory, and gustatory sensitivity.

No. 5 AEROBIC WORK CAPACITY OF 90 R.M.C. CADETS
 W/C A.C. Bryan, F/L C.L. Allen and
 Major W.J.B. Cocker, Institute of Aviation
 Medicine, Toronto, Ontario.

A long term study of the aerobic work capacity of a class of 90 R.M.C. cadets has been undertaken. Serial working capacity using a bicycle ergometer while measuring pulse, ventilation, oxygen uptake and carbon dioxide production continuously was established for each cadet. These measurements were augmented with a step-test prediction of work capacity, lung function data, a measurement of total body haemoglobin and an estimate of body composition. Measurements were undertaken in September 1966 and again in March 1967. The results are compared showing a substantial improvement in working capacity.

The Physiological data was also compared with the physical performance data as determined by the R.M.C. staff, using the Canservcol Fitness Test. The lack of correlation of these two sets of data is demonstrated and discussed.

WEDNESDAY, 22 November 1967
10:15 a.m. to 12:15 p.m.
and 2:00 p.m. to 4:30 p.m.

MACDONALD ROOM

NBC WARFARE

- No. 1 HIGH LEVEL RADIOACTIVE TRACER SYNTHESIS AT DRES.
M.C. Hamblin, Defence Research Establishment Suffield,
Ralston, Alberta.

A unique high level tracer synthesis of organophosphorus nerve agents containing the phosphorus-32 isotope has been developed at DRES during the past fifteen years and is now carried out on a routine basis twice yearly. The resulting products have contributed extensively to Chemical Warfare research in more than a dozen Defence Laboratories in Canada, The United States, The United Kingdom, The Netherlands and France.

Each Synthesis proceeds from 30 grams of red phosphorus irradiated to a level of approximately 2.5 curies per gram and results in 6 different agents or simulants possessing final activities of up to 200 millicuries per gram. Exhaustive preplanning and cooperation by over twenty participants is required in order to ensure success and safety in the preparation and handling of toxic materials at these activities without the use of remote control equipment.

Special procedures, techniques and apparatus as well as a number of new reactions have been developed during the past years and new modifications are continually being investigated and incorporated. Several significant contributions to organophosphorus chemistry have resulted, particularly in the preparation of CH_3PCl_2 and CH_3POCl_2 by the APC Complex method.

A description of this project including Chemistry, apparatus, special techniques and facilities will be presented in order to illustrate the scope and flexibility which is currently possible and to outline its future potential.

- No. 2 STABILITY OF RADIOACTIVE V- AND G- AGENTS.
M.A. Weinberger and R.M. Heggie, Defence Chemical,
Biological and Radiation Establishment, Ottawa.

The decomposition of V- and G- agents tagged with P-32 has been followed by determining the P-31 n.m.r. spectra in which the resonance positions of different compounds are relatively shifted by chemical environments. As might be expected the products and kinetics of the tagged V- agent decomposition differ from those encountered in thermal deterioration. It is shown that the kinetics of the reaction are linked to the radioactive decay of P-32, and that the efficiency in initiating the decomposition is different for V- and G- agents.

No. 3 IRRITANT ACTIVITIES, CALCULATED AND OBSERVED, FOR SOME CONJUGATED HETEROENOID COMPOUNDS.

H.L. Holmes, D.J. Currie, R.F. Currie, R.F. Silver and C.E. Lough, Defence Research Establishment Suffield, Ralston, Alberta.

From activity-chemical reactivity studies of 135 conjugated heteroenoid compounds in 12 families the stimulatory activities, A_T , as determined by the frog flexor reflex method, have been calculated by the equations

$$A_T = CP^l R^m O^n I^p \text{ - - - - - } 1$$

$$\log A_T = -pA_T = 1 \log P + m \log R + n \log O + p \log I + \log C \text{ - - } 2$$

P = penetrability measured by partition coefficients in cyclohexane-water or octanol-water.

R = reactivity measured by equilibrium or rate constants for reaction with model amines or thiols, cyanide or water.

O = Oxidative power evaluated by polarographic half-wave potentials at pH 3.65 and 6.54.

I = instability measured by rates of hydrolysis at pH 7.0

l,m,n,p and c are constants.

Signs of terms $1 \log P$ and $m \log R$ indicate association with stimulatory process while those of $n \log O$ and $p \log I$ relate these factors to wastage.

Plots of $\log A_T$ vs $\log P$ indicate that a quantitative relationship exists between penetrability and partition coefficients, at least over the range studied. Change in the model system necessitates only a change in l and c.

Model nucleophiles that react by same mechanism require only a change in c.

Except for the β -nitrostyrenes $\log O$ approximates zero. With β -nitrostyrenes wastage arises from oxidation of thiols to disulphides. Varying O necessitates only a change in c.

The factor for transitions from model in vitro to in vivo measurements appears to be mainly incorporated in c.

The effect of these factors in increased and/or persistent activity in this and other types of agents will be discussed.

- No. 4 THE PHYSICAL CHEMISTRY OF IRRITANT COMPOUNDS
D.J. Currie, C.E. Lough and H.L. Holmes, Defence
 Research Establishment Suffield, Ralston, Alberta.

Irritant activity, as measured by the frog flexor-reflex is governed by four dominant factors related to various physical-chemical properties of the irritant compound. Methods are described whereby some of these properties may be estimated.

The partition coefficients of many irritants can be calculated by the simple addition of empirical constants for the various molecular fragments. In like fashion, the positions of the long wavelength absorption maxima of these compounds have been calculated from that of styrene by the addition of conjugative, inductive and steric increments for the remaining molecular fragments. The rates of reaction of various nucleophiles (amines, thiols and water), in turn can be derived from this spectral information.

A method has been developed to estimate the polarographic half-wave potentials of 1, 4-naphthoquinones but similar methods have not, as yet, been attempted with conjugated heteroenoid compounds.

- No. 5 THE PENETRATION OF LIQUID THROUGH MILITARY FABRICS
 FOR DROPS OF A VX SIMULANT.
J.A. Hart, B. Lacroix and R. Fuoco, Defence Chemical,
 Biological and Radiation Establishment, Ottawa.

The penetration of liquid from drops of a simulant for VX through various clothing fabrics with differing constructions and finishes has been measured. Among the fabrics examined was a charcoal impregnated polyurethane foam laminate and some others which are candidate materials for use in a CW protective garment now being developed. A number of these fabrics were treated with a fluorochemical repellent finish so that the influence of the finish on penetration could be observed and distinguished from those of fabric structure. Drops ranging in weight from 1 mg to 14 mg were applied to the fabrics as static drops, or dropped from a height of 25 feet so that they impacted on the fabrics at near terminal velocity. Experiments were also made to measure penetration of liquid from static drops on clothing brought into more or less forcible contact with some object. The effects of contact pressures between the layers of a clothing system, and of spaces between layers were examined. Fabrics treated with a fluorochemical repellent finish were not penetrated by static drops, but, with the exception of very closely woven fabrics, were penetrated by the impact of falling drops. With some fabrics penetration was increased somewhat by repellent treatment.

- No. 6 SOME CHARACTERISTICS OF SILICON RADIATION DETECTORS
 AND THEIR USE IN MILITARY RADIACS.
 M.S. McGowan, Defence Chemical, Biological and
 Radiation Establishment, Ottawa.

Because of the high efficiency of solid-state semiconductor materials for conversion of gamma-ray energy into hole-electron pairs, these devices offer an alternative to gaseous ionization chambers for use in radiac instruments.

No. 6 (Cont.)

Advantages and deficiencies of solid-state detectors compared with ionization chambers and the problems of meeting military specifications are discussed.

Of the commercially available semiconductor radiation detectors, the lithium-drifted type is the most promising for low-level gamma-radiation measurements because of the large sensitive volume which is independent of applied voltage and temperature. Unfortunately, these detectors have large, highly temperature-dependent leakage currents which require that they be used in the pulse-counting mode with rejection of pulses below a certain bias setting.

With detector thicknesses of about 200 microns a large fraction of the counts for gamma energies above 100 KeV is due to fast electrons produced outside the detector so that the energy response is a function of the material immediately surrounding the detector. Computer calculations show that with the appropriate choices of detector thickness, pulse-height bias and wall material a satisfactory gamma-energy response can be expected. Pulse-height measurements from commercial lithium-drifted silicon detectors are compared with the calculated response at a number of gamma-ray energies.

No. 7 A WIDE RANGE RADIATION MONITOR WITH DIGITAL READOUT.
 P.C. East, Defence Chemical, Biological and Radiation
 Establishment, Ottawa.

A gamma dose-rate measuring system is described which has been designed to meet the Canadian Services requirement for a remote-area radiation monitor. The equipment is built of modular units and up to ten channels can be accommodated in a 4½" standard rack, excluding the recorder.

The sensor for each channel, which can be located up to 10,000 feet from the control unit, is a dual saturated ion chamber and will measure dose rates from 0.1 to 5,000 rads per hour in two linear ranges. The low range section covers intensities from 0.1 to 100 rads per hour and the high range from 100 to 5,000 rad per hour. Range switching is fully automatic. The use of a three linear decade range is made possible by the stability of a single-ended differential transistor electrometer amplifier.

The dose rate at any one of the sensor locations can be displayed on the digital readout and a warning system provides a visual and an audible alarm when the dose rate at any of the sensor locations exceeds a predetermined level in the range 0.1 to 100 rads per hour.

No. 8 NEUROPHYSIOLOGICAL ASPECTS OF GD THERAPY IN THE MONKEY.
 J.A. Lipp, Defence Research Establishment Suffield,
 Ralston, Alberta.

Monkeys which had chronic, implanted cortical and subcortical electrodes were given the anticholinesterase compound GD at various dose by intramuscular injection. When the electroencephalogram of the monkey began to exhibit high voltage sharp wave and spike activity (seizure activity) accompanied by tremor

No. 8 (Cont.)

and convulsions, diazepam, a benzediazepine derivative with anticonvulsant activity, was administered by intravenous route.

An immediate decrease in cerebral electrical activity was noted in both cortical and subcortical structures and the degree of reduction of the activity was dependent upon the dose of the diazepam administered: a dose of 3.5 mg/kg usually resulted in an isoelectric record while doses of 2.5-3.0 mg/kg usually produced an EEG record similar to the control record. In most animals the diazepam was continuously infused until the EEG record was fairly similar to the control record. A reduction of the convulsive activity accompanied the decrease in electrical activity and was completely abolished at a dose which eliminated the seizure activity. Intravenous atropine (0.1 mg/kg) was administered when the animal began to exhibit dyspnea and respiratory depression. The monkeys were unresponsive for periods of from one to three hours following the administration of diazepam and then began to progressively become more alert and some were capable of obtaining an upright position and feeding themselves within six hours of GD exposure and therapy. The following day the animals could take care of themselves and were up and about, but appeared very tranquil and the EEG exhibited a pattern within normal limits. Within 48 hours most animals appeared normal in all respects except for possibly being quieter than usual.

All animals survived a dose of GD of 15 μ g/kg and about 50% survived a dose as high as 18 μ g/kg (lethal dose being 12.5 μ g/kg) and did not exhibit any abnormal neurological manifestations. Progressive respiratory failure was the cause of death at the higher doses and at the time of death there were no indications of seizure or convulsive activity. The neurophysiological and neuropharmacological implications will be discussed.

No. 9 SURVIVAL OF *SERRATIA MARCESCENS* IN CONTAINED AND FREE AEROSOLS.

A.R. Lejeune, W.R. McPherson and D.E. Davids,
 Defence Research Establishment Suffield,
 Ralston, Alberta.

Experiments are described which are being conducted at DRES as part of a continuing study of the comparison of the survival of aerosolized bacteria in the open with that of bacteria stored as aerosols in a variety of holding devices. Assessment of the hazard from biological warfare requires detailed knowledge of survival of biological agents in the atmosphere. However, it is extremely difficult to conduct adequate experiments with pathogenic organisms in the field because of safety requirements. It is hoped that these experiments will result in the development of a technique which will make it possible to accurately predict the survival of aerosolized micro-organisms in the open without having to conduct actual field trials.

Each experiment consists of the generation of a line source aerosol of *Serratia marcescens* (SM). Portions of this aerosol are captured shortly after emission in a number of holding devices. Samples from these stored aerosols are then taken at specified time intervals and from the main aerosol as it travels downwind. Subsequently an aliquot from the same spray suspension is used to produce an aerosol in a rotating drum in the laboratory in which the

survival can be studied under the temperature and humidity conditions recorded in the field. A number of different types of aerosol samplers are used to obtain information on total dosage, aerosol age, concentration-time profiles and particle size distribution.

The results obtained from the contained aerosols are compared with those from the aerosol travelling downwind in the open. The technique used to analyze the data, the relative merits of each of the aerosol storage devices and proposals for extension of the experiments to include other micro-organisms are discussed.

DEFENCE RESEARCH BOARD



DEPARTMENT OF NATIONAL DEFENCE
MINISTÈRE DE LA DÉFENSE NATIONALE
CANADA

CONSEIL DE RECHERCHES POUR LA DÉFENSE

20 NOV
IN REPLY PLEASE QUOTE
RÉFÉRENCE À RAPPELER

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MA	
ADC	

Ottawa 4, Ontario,
November 8, 1967.

Col. R.L. Raymont
EA to CDS

Nineteenth DRB Symposium
20-21-22 November

With reference to the CDS' undertaking to introduce
Dr. O.M. Solandt.

The Symposium opens at 1045 hours, Monday, 20th
November. In order to provide time to divest top coats and for
some photographs to be taken, it would be appreciated if the CDS
arrived at the Chateau Laurier Hotel at 1030 hours. The Minister
of National Defence who will give an address of Welcome has been
asked to arrive at the same hour.

The Secretary DRB will meet the Minister of National
Defence and the CDS and escort them to the Ball Room VIP entrance
where the Chairman Defence Research Board will be awaiting him.

It is anticipated Dr. Solandt's address and a short
speech of appreciation by CDRB will be completed by 1230 hours
approximately.

(E.F. Schmidlin)
Secretary
Defence Research Board.

AD c to mca
for EDS

R. L. Raymont
Secretary Staff Officer
to Chief of Defence Staff

NOV 9 1967

20 NOV

Canadian Forces Headquarters
Ottawa 4, Ontario,
29 August, 1967

Dr. Robert J. Uffen
Chairman
Defence Research Board
Department of National Defence
Ottawa 4, Ontario

Dear Dr. Uffen:

The CDS has taken note of your letter of 28 August, 1967, and has agreed to introduce Dr. Omond Solandt, Chairman of the Science Council of Canada, who will give the guest address on the occasion of the 19th DRB Symposium in November.

This office will therefore prepare short introductory remarks for the CDS on this occasion.

Sincerely,

P.M.R. Valois
Flight Lieutenant
Aide-de-Camp to the
Chief of the Defence Staff

c.c. Mr. Raymont



DEPARTMENT OF NATIONAL DEFENCE
CANADA

DEFENCE RESEARCH BOARD

15/28

ESO	
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ADC	

OFFICE OF THE CHAIRMAN
OTTAWA 4

28 August, 1967.

Dear General Allard:

In March you very kindly agreed to join me on the platform at the opening of the 19th DRB Symposium on 20 November 1967. Our plans are progressing and it has now been agreed that Dr. Omond Solandt, Chairman of the Science Council of Canada will give the guest address. I have asked the Minister if he will open the Symposium.

I should be very pleased if you would consent either to introduce Dr. Solandt or to thank him at the conclusion of his address.

Sincerely,

Robert J. Uffen
Robert J. Uffen
Chairman

General J.V. Allard, CBE DSO ED CD,
Chief of the Defence Staff,
Department of National Defence,
Ottawa 4, Ontario.

REMARKS OF THE CDS ON
INTRODUCING DR. OMOND SOLANDT AS
GUEST SPEAKER TO THE 19TH DRB SYMPOSIUM
CHATEAU LAURIER, OTTAWA
20 NOVEMBER, 1967

R-10

MR. CHAIRMAN, GENTLEMEN:

IT HAS FALLEN TO MY HAPPY LOT, AND IT IS A
GREAT HONOUR FOR ME, TO INTRODUCE YOUR GUEST SPEAKER.

I AM HAPPY BECAUSE IT IS REALLY AN EASY TASK,
SINCE OUR GUEST SPEAKER IS SO WELL KNOWN TO YOU AND
THEREFORE HARDLY NEEDS AN INTRODUCTION.

I COUNT IT AN HONOUR TO INTRODUCE HIM BECAUSE
OF THE UTMOST ESTEEM AND REGARD I HAVE FOR HIM, AND
WHICH I KNOW IS SHARED BY ALL OF YOU.

WHEN ONE LOOKS BACK ON THE CAREER AND ACHIEVEMENTS
OF OUR GUEST SPEAKER, IT SEEMS THAT HE HAS ACHIEVED
OUTSTANDING SUCCESS IN EVERYTHING HE HAS UNDERTAKEN -
FROM HIS UNIVERSITY DAYS IN TORONTO, WHERE HE OBTAINED
HIS M.A. IN THE MEDICAL SCIENCES BEFORE TAKING HIS
DOCTORATE IN MEDICINE WITH THE AWARD OF THE GOLD MEDAL.

AT THE SAME TIME, HE WAS A MEMBER OF THE
SENIOR INTERCOLLEGIATE FOOTBALL TEAM - HE CERTAINLY
WAS A RUGGED TYPE - BOTH MENTALLY AND PHYSICALLY -
FROM HIS EARLIEST DAYS!

AFTER UNDERTAKING RESEARCH AT CAMBRIDGE UNIVERSITY,
AND POST-GRADUATE WORK AT THE LONDON HOSPITAL IN BRITAIN -
HE WAS MADE A MEMBER OF THE ROYAL COLLEGE OF PHYSICIANS IN
LONDON - LATER TO BE ELECTED A FELLOW.

HE DID A STINT AS AN INTERN AT TORONTO GENERAL HOSPITAL
AND THEN RETURNED TO CAMBRIDGE UNIVERSITY AS A LECTURER.

IN THE SECOND WORLD WAR, HE BECAME ACTIVELY ENGAGED
IN RESEARCH CONCERNED WITH TANK DESIGN AND THE PHYSIOLOGICAL
PROBLEMS PECULIAR TO TANK PERSONNEL - FOUNDED THE MEDICAL
RESEARCH COUNCIL'S PHYSIOLOGICAL LABORATORY AT THE
ARMOURED FIGHTING VEHICLE SCHOOL AT LULWORTH, BRITAIN -
LATER TURNED TO THE NEW FIELD OF OPERATIONAL RESEARCH -
AND EVENTUALLY BECAME SUPERINTENDENT OF THE ARMY OPERATIONAL
RESEARCH GROUP.

WHEN HE LEFT THE ARMY IN 1946, IT WAS WITH THE
MUCH-DESERVED RANK OF FULL COLONEL.

BEFORE PASSING FROM HIS WAR-TIME ACCOMPLISHMENTS -
I SHOULD ADD THAT - ALTHOUGH HE DID NOT ACTUALLY TAKE UP
THE APPOINTMENT - HE WAS NAMED SCIENTIFIC ADVISER TO
EARL MOUNTBATTEN OF BURMA, WHO WAS THEN COMMANDER-IN-CHIEF
SOUTH-EAST ASIA - AND IN 1945, HE WAS SENT TO JAPAN AS
THE CANADIAN SCIENTIFIC MEMBER OF THE WAR OFFICE MILITARY
SCIENTIFIC TEAM TO INVESTIGATE THE DAMAGE CAUSED BY TWO
ATOMIC BOMBS ON HIROSHIMA AND NAGASAKI - THE FIRST AND
ONLY TIME THIS WEAPON HAS BEEN USED IN ANGER.

- 3 -

IN 1946 HE RETURNED TO THE DEPARTMENT OF NATIONAL DEFENCE IN OTTAWA TO BEGIN PLANNING FOR A PERMANENT DEFENCE RESEARCH ORGANIZATION IN CANADA - AND BECAME THE FIRST CHAIRMAN OF THE DEFENCE RESEARCH BOARD AND SCIENTIFIC MEMBER OF THE CHIEFS OF STAFF COMMITTEE AND THE DEFENCE COUNCIL.

BECAUSE OF THIS, I THINK WE CAN SAY THAT HE IS CONSIDERED AS THE FATHER OF DEFENCE RESEARCH IN CANADA - AND IT WAS THROUGH HIS EFFORTS, ARGUMENTS AND PRACTICAL DEMONSTRATIONS THAT THE MILITARY BECAME CONVINCED OF THE VALUE AND USEFULNESS OF THE THEN-NEW SCIENCE OF OPERATIONAL RESEARCH.

AFTER TEN YEARS IN THIS APPOINTMENT, HE LEFT TO GIVE CANADIAN INDUSTRY THE BENEFIT OF HIS OUTSTANDING EXPERIENCE IN THE RESEARCH AND DEVELOPMENT FIELD - FIRST AS A VICE PRESIDENT TO THE CANADIAN NATIONAL RAILWAYS, AND THEN AS A VICE PRESIDENT AND DIRECTOR OF DE HAVILLAND AIRCRAFT AND HAWKER SIDDELEY, CANADA, LIMITED.

AFTER TEN YEARS OF ACHIEVEMENT IN THIS FIELD IN INDUSTRY - HE WAS APPOINTED CHAIRMAN OF THE SCIENCE COUNCIL OF CANADA AND ALSO BECAME VICE CHAIRMAN OF THE BOARD OF THE ELECTRIC REDUCTION COMPANY.

AT THIS TIME HE ALSO LENT HIS OUTSTANDING TALENTS TO AN ORGANIZATION THAT WAS BOUND TO BE CROWNED WITH SUCCESS, BY BECOMING A DIRECTOR OF EXPO 67.

SUCH - IN BRIEF, CAPSULE FORM - IS AN OUTLINE OF WHAT HE HAS ALREADY ACCOMPLISHED.

APART FROM ALL THIS, FOR HIS ACHIEVEMENTS IN THE WAR, HE WAS AWARDED THE ORDER OF THE BRITISH EMPIRE AND ALSO THE UNITED STATES MEDAL OF FREEDOM WITH BRONZE PALM.

BECAUSE OF HIS WORK IN THE SCIENTIFIC FIELD, HE HAS RECEIVED HONORARY DEGREES FROM NO LESS THAN NINE UNIVERSITIES, AND WAS ELECTED A FELLOW OF THE ROYAL SOCIETY OF CANADA, AND AWARDED THE GOLD MEDAL OF THE PROFESSIONAL INSTITUTE OF CANADA AND THE CIVIC AWARD OF MERIT FROM THE CITY OF TORONTO.

HE HAS ALSO BEEN PRESIDENT OF THE CANADIAN OPERATIONAL RESEARCH SOCIETY AND THE ROYAL CANADIAN GEOGRAPHIC SOCIETY - AND A GOVERNOR OF SIR GEORGE WILLIAMS UNIVERSITY, THE ARCTIC INSTITUTE OF NORTH AMERICA, AND THE UNIVERSITY OF TORONTO, WHERE HE WAS ELECTED CHANCELLOR IN 1965.

HIS FRIENDS AND ASSOCIATES IN THE SCIENTIFIC AND DEFENCE COMMUNITIES ARE LEGION - AMONG THEM SUCH OUTSTANDING SCIENTISTS AS SIR HENRY TIZARD AND SIR WILLIAM PENNEY OF BRITAIN - AND DR. KILLIAN AND DR. VANNEVAR BUSH, SCIENTIFIC ADVISERS TO THE PRESIDENT OF THE UNITED STATES.

HOWEVER, APART FROM HIS DEFENCE AND SCIENTIFIC PURSUITS - HE SEEMS TO ATTRACT WARM, HUMAN AND OUTSTANDING PERSONALITIES IN ALL WALKS OF LIFE - SUCH AS THOSE VOYAGEURS OF MODERN FAME; - AND IN THE COMPANY OF HIS EXCELLENCY DR. A.H.J. LOVINK, AMBASSADOR OF THE NETHERLANDS - BLAIR FRASER OF JOURNALISTIC FAME -

- 5 -

MAJOR GENERAL ELLIOTT RODGERS - MR. ERIC MORSE -
 AND OTHERS - HE HAS MADE SEVERAL TRIPS BY CANOE
 OVER ROUTES USED BY EXPLORERS IN THE EARLY DAYS OF
 THIS COUNTRY'S DEVELOPMENT.

IT IS A MATTER OF CONJECTURE, WHICH IS THE
 MORE DIFFICULT - SHOOTING THE RAPIDS OF CANADIAN RIVERS
 OR NAVIGATING THE CURRENTS AND WHIRLPOOLS OF AN
 EXPLODING TECHNOLOGY.

GENTLEMEN - IT IS WITH HONOUR AND WITH
 GREAT PLEASURE THAT I INTRODUCE TO YOU YOUR GUEST SPEAKER,
 DR. OMOND SOLANDT, OBE, MA, MD, D.Sc., LL.D.,
 F.R.C.P., F.R.S.C. - AN OUTSTANDING CANADIAN.

ESO	h
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R v J
CANCELLED
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MEMORANDUM

S 10055-9 (IPO)

8 November, 1967

DECLASSIFIED
AUTHORITY: DHD 3-12
BY *Ac1* FOR DHIST NDHQ
DATE: **OCT 29 1990**

ESO/CDS

FRANCO-CANADIAN RDP AGREEMENT

Reference: A. Paris message 3363 dated 3 Nov 67.

1. The attached message concerns the signing of an agreement between France and Canada on the subject of Cooperation in Research Development and Production.
2. You may wish to inform the CDS of the contents of this message.
3. It is anticipated that a copy of the official agreement will be forthcoming shortly. If the CDS is interested we will arrange to have a copy forwarded for his information.

F B Caldwell
F.B. Caldwell
Commodore
SECDS
2-0334

CONFIDENTIAL

"AC" - NO UNCLASSIFIED REPLY OR
REFERENCE.

0473/03
DCOP/ASC-3
OTS/DPF-3
298/ES/IA-3
ADM/IN DI Day-3
In reply

RECORDS MANAGEMENT DIVISION CDS BRANCH REGISTRY	
Referred to	<i>1PO</i>
NOV 6 1967	
File No	<i>10055-9</i>
Clg'd. to	

DSSEC
CIIB
CFOE
DAIDW

Nov 3 22 32 '67

FM PARIS NOV3/67 CONFD

TO EXTER 3363 IMMED

INFO IT CANFORCED DE OTT

DDP OTT DE OTT

FRANCE-CDA RDP AGREEMENT

MESSMER AND I SIGNED THIS AGREEMENT YESTERDAY AT 1800 HRS. I WAS ACCOMPANIED BY WOOD, G/C LAGAGE, CLOUTIER AND MARTINEAU. ON THE FRENCH SIDE WERE DE LA FOURNIERE SEC DETAT IN THE MINISTRY, BIROS DIRECTEUR DE CABINET, HUILLE, GEN BONTE, MESNET AND GEN TISON ALL OFFICIALS IN THE MINISTRY.

2. IN PRIVATE CONVERSATION WITH ME AND AGAIN DURING A BRIEF STATEMENT BEFORE SIGNATURE MESSMER EXPRESSED HIS SATISFACTION WITH THE AGREEMENT AND THE SPIRIT OF CO-OPERATION IT REPRESENTED. HE HOPED IT WOULD BRING IMPORTANT RESULTS. I RESPONDED IN SIMILAR TERMS AND NOTED THAT BOTH SIDES WERE ALREADY CO-OPERATING IN SOME OF THE FIELDS COVERED BY THE AGREEMENT. I ALSO TOOK THE OPPORTUNITY IN PRIVATE TO THANK MESSMER FOR FRENCH ASSISTANCE DURING THE DIEPPE CEREMONY AND FOR THEIR AGREEMENT TO INCREASE THE NUMBER OF CDN EXCHANGE OFFRS FROM ONE TO THREE.

3. THE ATMOSPHERE WAS MOST FRIENDLY THROUGHOUT THE CEREMONY AND THE FRENCH OFFICIALS SEEMED KEEN TO SHOW THEIR APPRECIATION AND SATISFACTION WITH DEVELOPMENTS IN THIS FIELD OF CO-OPERATION.

4. THE TEXTS HAVE BEEN SENT TO THE QUAI DORSAY TO HAVE SEALS AFFIXED. WE SHALL FORWARD OUR COPY TO YOU BY BAG AS SOON AS IT IS RECEIVED

LEGER

CONFIDENTIAL

nineteenth symposium

defence research board



DEPARTMENT OF NATIONAL DEFENCE

Minister of National Defence
The Hon. Leo Cadieux, P.C., M.P.

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DEFENCE RESEARCH BOARD

NINETEENTH

SYMPOSIUM

20, 21 and 22 November, 1967

PROGRAM

Department of National Defence

CANADA

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Weapons and Engineering	7

FOREWORD

This year the scope of the symposium has been extended to include scientific papers from areas other than the Board's own work. Among these invited papers is the opening contribution by an officer of the Canadian Forces Mobile Command dealing with Peacekeeping Operations. Scientists from the United States and British defence organizations are also presenting some of their work in a variety of fields. This year another innovation is the inclusion of senior scientists from Canadian universities who are reporting on some of the work being carried out under the Board's extramural program.

The guest lecturer for the Defence Research Board's 19th Symposium is Dr. O.M. Solandt, Chairman of the Science Council of Canada. Dr. Solandt was the first Chairman of the Defence Research Board and the instigator of the annual symposia.

GENERAL INFORMATION

1. SECURITY

For purposes of security this Symposium is classified SECRET. Admission to all sessions will be by special non-transferable visitor's pass, which will be issued at registration.

2. NAME BADGES

Name badges are provided as a convenience. They will not admit the wearers to any sessions of the Symposium.

3. MEETING ROOMS

All meetings will be held in the Chateau Laurier Hotel, Ottawa, (Map Reference 1).

(a) Registration Monday

Tuesday and Wednesday

Ball Room
Corridor
Convention
Hall Lounge

(b) Opening Session

Monday, 10.45 a.m. to 12.00
noon

Ball Room

(c) Technical Sessions

Monday afternoon

Tuesday and Wednesday

Ball Room
Convention
Hall and
Macdonald
Room

4. NOTICE BOARD

Notice Boards are placed beside the registration desk for the convenience of delegates. Messages may be put on the boards or left with the staff member in attendance.

5. CO-ORDINATION

The staff of the Defence Research Board wish to give all possible assistance to delegates attending the Symposium.

(a) Symposium Secretary

Mr. Berry - Room 4620 "A" Building NDHQ.,
Telephone No. 99-2-4274

Registration desk, Chateau Laurier,

Monday, 20 November

Telephone No. 232-6411, Ball Room Corridor
Tuesday and Wednesday, 21 and 22 November,

Telephone No. 232-6411, Lounge No. 1

(b) Travel Arrangements, Hotel Accommodation, etc.

Miss E.A. Old, Daly Annex, MacKenzie Avenue,
Telephone No. 99-2-7131

(c) Liaison Officers

Britain - Mr. G.L. Hunt, Scientific Advisor,
British High Commission, 80 Elgin Street,
Telephone No. 237-1530, Ext. 376/377

U.S.A. - Col. R.H. Bingham, Senior

Standardization Representative, Room 2000, "C" Building,
Telephone No. 99-2-5737/99-2-0829

6. TECHNICAL PAPERS

Any questions concerning technical papers should be discussed with the individual authors or with the Research Establishments concerned.

PROGRAM SYNOPSIS

		BALL ROOM	CONVENTION HALL	MACDONALD ROOM
Monday	a.m.	Opening Session Guest Address	—	—
	p.m.	Peacekeeping Papers 1, 2, 3, 4, 5	—	—
Tuesday	a.m.	—	Satellite Communications Papers 1, 2, 3, 4, 5, 6	Weapons and Engineering Papers 1, 2, 3, 4, 5, 6, 7
	p.m.	—	Telecommunications Papers 1, 2, 3, 4, 5, 6	Weapons and Engineering Paper 8 Operational Research Papers 1, 2, 3, 4, 5
Wednesday	a.m.	—	ASW and Maritime Papers 1, 2, 3, 4, 5, 6, 7	Operational Research Papers 6, 7 NBC Warfare Papers 1, 2, 3, 4
	p.m.	—	ASW and Maritime Paper 8 Medical Research Papers 1, 2, 3, 4, 5	NBC Warfare Papers 5, 6, 7, 8,

OPENING SESSION

MONDAY MORNING - 20 NOVEMBER

Ball Room

CHAIRMAN - DR. ROBERT J. UFFEN
 Chairman, Defence Research Board

10.45 a.m.

Opening Remarks
 Hon. L.A.J. Codieux
 Minister of National Defence

GUEST ADDRESS

*The Place of Defence Research in the
 Scientific Community -*
 Dr. O.M. Solandt

Chairman
 Science Council of Canada
 Ottawa, Ontario

TECHNICAL SESSIONS

MONDAY - 20 NOVEMBER

PEACEKEEPING OPERATIONS

Ball Room

CHAIRMAN - MR. H.H. WATSON
Scientific Support Staff
Defence Research Board

- 1) 2.00 p.m. *Force Structure Problems in the 1970's -*
Col. G.G. Bell, HQ FMC, Canadian Forces Base,
St. Hubert, Quebec.
- 2) 2.30 p.m. *Analysis of Command and Control in Peacekeeping*
Operations - R.J. Hill, DORE
- 3) 3.00 p.m. *Culture Conflict in Peacekeeping Operations -*
A.C. Custance, DCBRE

3.30 p.m. Interval

- 4) 3.45 p.m. *U.S. Work on Social Sciences Related to*
Peacekeeping - Garry Quinn, Office of Overseas
Defense Research, Advanced Research Project
Agency, Washington, D.C.
- 5) 4.15 p.m. *War Gaming of Peacekeeping Operations -*
L.J. Byrne, Lt.-Col. T.F. Howard, DORE

TUESDAY - 21 NOVEMBER

SATELLITE COMMUNICATIONS Convention Hall

CHAIRMAN - MR. R.M. DOHOO

Acting Superintendent, Communications Laboratory,
DRTE

1) 9.00 a.m. *A Spread Spectrum Modulation and Demodulation
Equipment for Satellite Communications -*
N.G. Davies, DRTE

2) 9.35 a.m. *DRTE Communications Experiments with IDCSP
Satellites -* D.B. Wohlberg and G.R. Notley, DRTE

3) 10.10 a.m. *Satellite Communications Systems -*
G.J. Clowes, N.G. Davies and S/L J.A. Heal,
DRTE

Interval

4) 11.00 a.m. *Some Problems Experienced in Mapping Lunar
Features from "Orbiter" II and III Imagery -*
Dr. G. Konecny, University of New Brunswick

5) 11.30 a.m. *Choice of Frequencies for Satellite Communications
Systems -* R.M. Dohoo and J.W.B. Day, DRTE

6) 12.00 *Rainfall Attenuation Measurements Using Airborne
Beacons at 4, 8, 15 GHz. -*
K.S. McCormick, J.W.B. Day and J.I. Strickland,
DRTE

TUESDAY - 21 NOVEMBER

TELECOMMUNICATIONS

Convention Hall

CHAIRMAN - DR. R.C. LANGILLE
Acting Deputy Chief Superintendent,
DRTE

- 1) 2.00 p.m. Giant-Pulse Evolution in a Q-Switched Nd^{3+} -Glass Laser - Dr. C.K. Campbell, McMaster University
- 2) 2.30 p.m. A Receiving System for HMCS Bonaventure for Automatic Transmissions from Weather Satellites - R.M. Milne, DRTE
- 3) 3.00 p.m. VHF/UHF Noise and Interference Levels on DDH Class Ships - F/L F.S. Chute and C.A. McKerrow, DRTE
- 3.30 p.m. Interval
- 4) 3.40 p.m. VHF Surface Propagation Ranges for Various Sea States - E.E. Stevens, DRTE
- 5) 4.10 p.m. Programmed Searches for Admissible Strategies to Control a Radar Intercept and Analysis System - F.W. Symons, DRTE
- 6) 4.40 p.m. A Portable LF Communications System for the Arctic - W.M. Evans, DRTE

TUESDAY - 21 NOVEMBER

WEAPONS AND ENGINEERING

Macdonald Room

CHAIRMAN - MR. E.S. GUY
Assistant Chief Superintendent,
CARDE

- 1) 9.00 a.m. Progress in the Development of High Strength Uranium Alloys for Ballistic Applications - W.H. Erickson, CARDE
- 2) 9.25 a.m. The RARDE Rocket Research Program - E.T.J. Davies, RARDE
- 3) 9.55 a.m. Behavior of Thick-Walled Cylinders Subjected to Transient High Pressure Pulses - M. Bouchard, CARDE
- 10.20 a.m. Interval
- 4) 10.30 a.m. Television Techniques for Weapon Systems - M.G.B. Weedon, RAE
- 5) 11.00 a.m. Current Motivations for Plasma Research - G.G. Cloutier, University of Montreal
- 6) 11.30 a.m. Relation entre la structure et le Tg des polyurethanes - G. Perrault, CARDE
- 7) 12.00 Further Applications of Coulometric Control of Charging of Nickel-Cadmium Batteries - R.L. Haines, H.R. Braun, F/O L.A. Turlock and T.E. King, DCBRE
- 12.30 p.m. Lunch
- 8) 2.00 p.m. The Naval Hydrofoil Ship Propulsion Methods and Possibilities Offered by Present-Day Engine Developments - F.D. Ward, CARDE

TUESDAY - 21 NOVEMBER

OPERATIONAL RESEARCH

Macdonald Room

CHAIRMAN - DR. G.R. LINDSEY
Chief Superintendent,
DORE

1) 2.35 p.m. **PROJECT SKYLOOK - Examining the Effectiveness of Photo Interpretation of Tactical Ground Targets -**
D.H.J. Norman and B.A. Richardson, DORE

2) 3.05 p.m. **Operations of the F-5 Aircraft in Southeast Asia -**
HQ USAF, Washington, D.C.

3.35 p.m. *Interval*

3) 3.45 p.m. **Night Vision and Systems Analysis of Night Vision -**
R.S. Wiseman, Director of Combat Surveillance,
Night Vision and Target Acquisition Laboratory,
Fort Monmouth, N.J.

4) 4.15 p.m. **Some Investigations of Land Operations at Night -**
M.D.F. Boulton and Maj. T.C. Wagstaff, DORE

5) 4.45 p.m. **Preliminary Results of a Study of the Reliability of the Armoured Personnel Carrier -** D. Biggar, DORE

WEDNESDAY - 22 NOVEMBER

OPERATIONAL RESEARCH (cont'd)

Macdonald Room

6) 9.00 a.m. **Tactical Aircraft Weapons Delivery Avionics Cost Effectiveness Study -** F.J. Joyce, DORE

7) 9.30 a.m. **Effectiveness of Hydrofoils and Helicopters in the ASW Role -** S/Lt. R.A. Huttubise, CARDE

WEDNESDAY - 22 NOVEMBER

NRC WARFARE

Macdonald Room

CHAIRMAN - MR. E.J. BOBYN
Chief Superintendent,
DRES

1) 10.15 a.m. **High Level Radioactive Tracer Synthesis at DRES -**
M.C. Hamblin, DRES

2) 10.45 a.m. **Stability of Radioactive V- and G-agents -**
M.A. Weinberger and R.M. Heggie, DCBRE

3) 11.15 a.m. **Irritant Activities, Calculated and Observed for some Conjugated Heteroeneid Compounds -**
H.L. Holmes, D.J. Currie, R.F. Silver and
C.E. Lough, DRES

4) 11.45 a.m. **The Physical Chemistry of Irritant Compounds -**
D.J. Currie, C.E. Lough and H.L. Holmes, DRES

12.15 p.m. *Lunch*

5) 2.00 p.m. **The Penetration of Liquid through Military Fabrics for Drops of a VX Simulant -**
J.A. Hart, B. Lacroix and R. Fuoco, DCBRE

6) 2.30 p.m. **Some Characteristics of Silicon Radiation Detectors and their Use in Military Radiacs -**
M.S. McGowan, DCBRE

7) 2.50 p.m. **A Wide Range Radiation Monitor with Digital Readout -** P.C. East, DCBRE

3.20 p.m. *Interval*

8) 3.30 p.m. **Neurophysiological Aspects of GD Therapy in the Monkey -** J.A. Lipp, DRES

9) 4.00 p.m. **Survival of Serratia Marcescens in Contained and Free Aerosols -** A.R. Lejeune, W.R. McPherson and D.E. Davids, DRES

WEDNESDAY - 22 NOVEMBER

ASW AND MARITIME RESEARCH

Convention Hall

CHAIRMAN - MR. F.A.A. FERGUSON

Superintendent, Engineering Wing,
DREA

- 1) 9.00 a.m. **Explosive Echo Ranging Via the Reliable Acoustic Path -**
F/L R.L. Rowlett and B.K. Conrod, DREA
- 2) 9.30 a.m. **Trace Contaminants in Atmospheres of Undersea Craft -**
Naval Research Laboratory, Washington, D.C.
- 3) 10.00 a.m. **Some Factors Affecting the Operational Performance of JEZEBEL Sonobuoys -** W.H. Armstrong, DREA
- 10.30 a.m. *Interval*
- 4) 10.40 a.m. **RIP-Recording Instrument Package -**
J.H. Ganton and A.R. Milne, DREP
- 5) 11.10 a.m. **Geographic Differences in the Sound Scattering Properties of the Bottom of the North Atlantic Ocean -** A.E. Robison, DREA

- 6) 11.40 a.m. **Underwater Sound and Marine Organisms -**
B.M. Bary, University of British Columbia
- 7) 12.10 p.m. **Wave Spectra and the Scattering of Sound from the Ocean Surface -** J.H. Stockhausen, R.S. Thomas and D.H. Scott, DREA
- 12.40 p.m. *Lunch*
- 8) 2.00 p.m. **Electromagnetic Swell Noise and MAD -**
R.A. Hafer, K.C. MacIure and J.T. Weaver, DREP

WEDNESDAY - 22 NOVEMBER

MEDICAL RESEARCH

Convention Hall

CHAIRMAN - DR. R.B. BROMILEY

Superintendent of Human Factors Wing,
DRET

- 1) 2.35 p.m. **The Assessment of Physical Fitness -**
D.V. Bates, McGill University
- 2) 3.05 p.m. **Interaural Phase-Effects in Auditory Detection and Discrimination -** G.B. Henning, DRET
- 3) 3.25 p.m. **The Effect of Acetazolamide on Acute Mountain Sickness -** W/C A.C. Bryan, Maj. W.J.B. Cocker, F/L C.L. Allen and F/L D.W. Larson, IAM
- 3.45 p.m. *Interval*
- 4) 3.55 p.m. **Behavioral and Physiological Effects of Prolonged Isolation -** J.P. Zubeck, University of Manitoba
- 5) 4.25 p.m. **Aerobic Work Capacity of 90 R.M.C. Cadets -**
W/C A.C. Bryan, F/L C.L. Allen, Maj. W.J.B. Cocker, IAM

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 Thomas, R.S. DREA

HQ USAF
 Turlock, F/O L.A. DCBRE
 Wagstaff, T.C. DORE
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ABBREVIATIONS

ARPA	Advanced Research Project Agency, Washington, D.C.
CARDE	Canadian Armament Research and Development Establishment, Valcartier, Quebec.
CS, NV, TA Lab.	Combat Surveillance, Night Vision and Target Acquisition Laboratory, Fort Monmouth, N.J.
DCBRE	Defence Chemical, Biological and Radiation Establishment, Shirley Bay, Ottawa.
DORE	Defence Operational Research Establishment, Ottawa.
DREA	Defence Research Establishment Atlantic, Dartmouth, N.S.
DREP	Defence Research Establishment Pacific, Esquimalt, B.C.
DRES	Defence Research Establishment Suffield, Ralston, Alberta.
DRET	Defence Research Establishment Toronto, Downsview, Ontario.
DRTE	Defence Research Telecommunications Establishment, Shirley Bay, Ottawa.
HQ FMC	Headquarters Mobile Command, St. Hubert, Quebec.
HQ USAF	Headquarters United States Air Force, Washington, D.C.
IAM	Institute of Aviation Medicine, Toronto, Ontario.
NRL	Naval Research Laboratory, Washington, D.C.
RAE	Royal Aircraft Establishment, Farnborough Hants, England.
RARDE	Royal Armament Research and Development Establishment, Fort Halstead, Sevenoaks, Kent, England.
UBC	University of British Columbia, Vancouver, B.C.
UNB	University of New Brunswick, Fredericton, N.B.
U of M	University of Montreal, Montreal, Quebec.
U of Man.	University of Manitoba, Winnipeg, Manitoba.



- | | |
|-----------------------------|---------------------------|
| 1 CHATEAU LAURIER | 5 BRITISH HIGH COMMISSION |
| 2 NATIONAL RESEARCH COUNCIL | 6 LORD ELGIN HOTEL |
| 3 SAVOY HOTEL | 7 NATIONAL DEFENCE HQ |
| 4 US EMBASSY | 8 RCAF OFFICERS MESS |
| | 9 HQ ARMY OFFICERS MESS |



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MINUTES OF CANADIAN FORCES COUNCIL

DECLASSIFIED
DATE 04-03-1
BY [signature]
APR 16 1982

SUBJECT INDEX

Monthly Meetings 1/66 to 1/68 and Quarterly Meetings beginning January 1969

NOTE: The meetings of the CF Council were suspended from January 1968 to January 1969.

Meeting 1/66 - 10 Aug 66

This was the first meeting of the CF Council, a body formed to provide advice to the CDS.

- I Welcome. The CDS welcomed the members and attendees and stated that the aim of the CF Council is to meet regularly to ensure that adequate communications is maintained between CFHQ and the field commands. The CDS stated that it had become apparent during 1965-66 that the Field Commands had not been "fully in the picture in respect of planning and organization changes under consideration at CFHQ". Additionally, field commands had little opportunity to learn what the other commands were doing; thus there were too many rumours which could only affect negatively the Canadian Forces.

Terms of Reference. (1) Make available to the CDS the advice and opinions of the Commanders in the decision-making processes and to reduce the number of occasions when Commanders are faced with a decision as a fait accompli without knowledge of the reasons leading to the decision or without the opportunity to express their views in its formulation. (2) To increase the flow of information from CFHQ to the Commanders. (3) To provide a means of tapping the wealth of ideas and expertise which exists at all levels throughout the Forces.

Considerable discussion was held on the terms of reference. Commander Mobile Command expressed concern that including Commanders in the decision-making process may have the effect of slowing down the process. The CDS responded by saying it was not the intent of CFHQ to avoid responsibility of making decisions but rather to make decisions in consideration of the best advice possible. The basic question, stated the CDS, is to determine which matters should be referred to Commanders for consideration. The CDS also noted that while the decision-making processes might be slowed down somewhat, if consultation produces the best decision, the time lost in consultation will be well spent.

- III Status report on progress towards unification.
- IV New trade structure.
- VI New pay structure.
- VII General discussion.

Meeting 2/66 - 14 Sep 66

- I Commander's reports
- II CFHQ progress reports
- III Briefing on the concept of the Canadian Forces.
- IV Minister's manpower studies. No detailed discussion due to lack of time.
- V Armed Forces pay revision - 1 Oct 66
- VI rent for permanent married quarters. Covered in Chief of Personnel's report at item II.
- VII Publicity - interviews and speaking engagements by senior officers to civil audiences.
- VIII Distribution of CDS Staff Meetings' papers.

Meeting 3/66 - 12 Oct 66

- I Commanders' reports.
- II CFHQ progress reports
Of note was a presentation by CP/Director General Administration on proposals for flags, pennants and insignia for the Canadian Forces. The recommended design for the CF flag was that of a white field with the flag of Canada in the top left corner and the CF badge in the fly. The design was approved.
- III Outline plan for unification.
- IV Distribution of CDS Staff Meetings' papers to Commands.

Special Meeting - 1 Nov 66

- I Unification legislation.
- II Dissemination of information relative to unification.

The purpose of the meeting was to "provide the Commanders with an outline of the overall policy which will be adopted after passage of the [Unification] legislation". Considerable discussion was had on the many apparent advantages of unification "attempting to isolate the one outstanding basic reason". One member suggested that it was the "improved management system which results from consolidation of authority in a single Chief of Staff".

Meeting 4/66 - 9 Nov 66

- I Demonstration of new CF uniform.
- II Unification.
- III Manpower situation.
- IV Defence planning guidance documentation.
- V Reserves and survival.
- VI Command and CFHQ reports.

Meeting 5/66 - 10 Dec 66

- I Brief reports by Commanders.
- II CFHQ progress reports.
- III National sports championships.
- IV Drill and ceremonial.
- V Briefing on Pan American Games.
 - Games were held in Winnipeg, Manitoba 22 July - 7 August 1967.
- VI Other business.
 CDS proposed the formation of an "Association of Retired Senior Officers" in the rank of Lieutenant-General and above, "to keep them apprised of trends in Defence planning and to retain their advice and skills". Concept agreed upon but the need for such an association questioned.

Meeting 1/67 - 11 Jan 67

- I Brief reports by commanders.
- II CFHQ progress reports.
- III 1967-68 construction forecast.
- IV Officer training.
- V CF Council - location of meetings
- VI Schedule of Commanders' annual reviews.

Meeting 2/67 - 22 Feb 67

- I Brief reports by commanders.
- II Briefings by Branch Chiefs.
- III DEVIL program.
 The DEVIL program - Development of an Integrated Logistics System linking supply, maintenance and transportation support to the CF for the management and control of the total CF logistics system.

Meeting 3/67 - 16 Mar 67

The meeting opened with a welcome to Dr RJ Uffer as the new Chairman of the Defence Research Board and Air Commodore, later MGen, AC Hull as the new Commander Air Transport Command.

- I New uniform.
- II Brief reports by Commanders.
- III CFHQ progress reports.
- IV Awards for bravery and meritorious service.
 A proposal to establish an award for courage in military operations, an award for bravery in peacetime, and an order of five degrees to recognize meritorious service in peace and war. Proposal had received Defence Council approval and was being submitted for consideration by Cabinet.

- V Allocation of married quarters.
- VI Statement on organization of the CF.
- VII other business.

Meeting 4/67 - 26 Apr 67

The meeting opened with a welcome to Rear Admiral WJ Elliot, Surgeon General of the Canadian Armed Forces who will attend as a regular member of the CF Council.

- I Briefing on Project AGILE.
- II Strategic mobility for the CAF.
A request for an increase in strategic air transport resources.
- III Brief reports by Commanders.
Commander Mobile Command reported on the formation of the new Canadian Airborne Regiment.
- IV No item IV recorded.
- V ABACUS team report on procedures for the October 1966 pay raise and changes to the trade structure.
- VI CDS comments about actions to be taken now that the Bill on Unification of the CF has been passed.

Meeting 5/67 - 17 May 67

The meeting began with the viewing of a film titled "New Pattern For Defence", prepared to "illustrate the basic philosophy underlying integration of the Armed Forces." The film target groups were potential recruits and recruits in training. This was followed by a lengthy discussion on the new CF uniform.

- I Industrial relationships. Collective bargaining legislation was being introduced to unionize the Public Service and DND had to begin formulating its relevant plans.
- II Revision of QR&O.
- III Brief reports by commanders.
Commander Air Transport Command raised concerns about the possible evacuation of CF personnel should war break out between Israel and the United Arab Republic. The CDS asked all Commanders to "give earnest consideration" to any possible eventualities which might arise" but did not designate any one Command as the lead.
Commander 1 Air Division reported on the consolidation of Air Force units in Lahr, West Germany from French bases after France had ejected NATO from its bases in France. The RCAF had been located on three bases in France - Metz, Marville and Grostenquin.
- IV Brief reports by Branch Chiefs.

Meeting 6/67 - 28 Jun 67

The meeting began with introductory remarks by the CDS on the first anniversary of the CF Council, stating that "perhaps it is timely to review the aim of the Council and to provide for the members an indication of CFHQ thinking in respect of a number of important items." He

continued " definite need for a forum such as this to examine and discuss Forces policy before its is presented as advice to government", "recognizing the need to permit members to participate in the decision-making and policy formulation process. . . it is impossible to manage Force on a day-to-day basis from the Forces Council", "it will be . . . useful to establish in the Forces Council broader policies concerning such items which can then serve as guidance to the staff of CFHQ". "Will hold three day meeting to develop more meaningful terms of reference and procedures for the Forces Council".

- I Brief reports by Branch Heads.
 Chief of Personnel announced that the design of the new CF cap badge or crest was approved by Her Majesty the Queen.
- II Report on management engineering activities.
- III Non-public funds.
- IV Briefing on selected development projects
- V Brief reports by each Commander.
 Commander Air Transport Command reported on the air evacuation of the UNEF from Egypt as a result of the outbreak of war between Israel and the Arab states.
- VI Other business.
 - Amalgamation of Chief of Technical Services Branch with Materiel Command
 Proposal to amalgamate the two into a seamless single organization to provide logistics service to the CF.
 - CFHQ Reorganization
 - Rank designations - "Has become a controversial subject". Gave overview of new policy that "the right of the individual must be respected" as to what rank title he/she uses and in what situations.
 - Staff training and officer development - formation of a project team under MGen R. Rowley.

Special Meeting - 13 Oct 67

The meeting was called to review "the resultant effects on the CAF of the current budget squeeze". The CDS provided introductory remarks then the Deputy Chief-Operations gave a detailed briefing on the 1968/69 budget and future force structures and plans as they affect all commands and branches of CFHQ. Considerable discussion ensued.

Meeting 7/67 - 24 Oct 67

The meeting opened with comments by the CDS on the departmental budget.

- I Brief progress reports by Branch Chiefs.
 VCDS reported that planning had commenced to consider all implications of relocating 4 CIBG to southern Germany. Also noted that a marked increase in the number of UFO reports referred to DND has been apparent during the past twelve months, a number of UFO reports warranted formal investigation.
- II Brief reports by Commanders.
- III Proposed use of standing courts martial and special general courts martial.

JAG proposed forming these courts martial for use in Germany.

IV Report on unification - state of progress.

Closing remarks by CDS. CDS spoke of the value of the CF Council meetings.

Meeting 8/67 - 8 Nov 67

The meeting opened with comments by the CDS about the "current budget squeeze", explaining that the "situation is serious even critical, with the future of the CF at stake".

- I Force structure - Financial restrictions.
Options to reduce costs so as to be able to operate within a budget of \$1.7 Billion.
- II Command structure.
The present command structure has been found wanting, such that "a review of the basic concept is necessary".
- III Progress of unification.
- IV Recruiting.
- V Clothing - mess kits.
- VI Basic recommendations arising from the ROSS report.
A proposal to improve conditions of service for French-speaking personnel.

Attached as annex A is the detailed briefing of the ROSS report and at annex B is the detailed briefing on the Reorganization of the CF Command Structure.

9/67 - 6 Dec 67

The meeting opened with CDS comments on topics to be discussed during the meeting and about a new procedure on follow-up action required by action emanating from the CF Council meetings.

- I Summary of forecast - personnel availability to 1 April 69.
- II O&M savings program.
(O&M = operations and maintenance support costs, ie: the day-to-day operations of the CF, as versus capital acquisition programs).
- III Standby Courts martial.
- IV Hearing Conservation.
Perceptive deafness in the combat arms trades and the impact on combat operations with proposals for amelioration of problem.
- V Brief reports by Branch Chiefs.
- VI Brief reports by each Commander.

Special Meeting - 8 Jan 68

The purpose of the meeting was "to discuss a proposed briefing which deals with the implications arising from the coming into force of the CF Reorganization Act". The briefing would be presented to all ranks of the CF.

Considerable discussion was had as to the use of rank titles and the person's right to use the former single service rank titles.

Meeting 1/68 - 30 Jan 68

- I CF National Track and Field Championships 1967 and 1968.
- II CF establishments and manpower.
- III Briefing on personnel benefits.
- IV Briefing on the 1967 Flight Safety report.
- V CFHQ progress reports.

NOTE: There were no further meetings of the CF Council in 1968. No reasons were given for its suspension.

January 1969 Meeting of the CF Council - 28-30 Jan 69

The CDS welcomed the members to "this first meeting of the reconstituted CF Council", based upon a new constitution. The CDS in his introductory remarks spoke of the continued financial squeeze on the Department, and the preparation of a defence policy review paper to be prepared in conjunction with the Department of External Affairs. The meeting was held in two parts - I. Allocation of manpower and financial resources and annual reports of all Commands, and II. Considerations of "the objectives to which the CF are to address themselves in order to discharge Canada's defence commitments as required by the Government in Fiscal Year 1969-70", in particular maritime strategy.

Attached as annex A is a memorandum to the Minister from the CDS reporting on this first meeting of the renewed CF Council. In the memorandum, the CDS reported on the principal matters raised at the meeting.

Note: The new CF Council would meet on a quarterly basis for 2-3 days. The Summary Record of Discussion format for reporting on the meeting remained in force but the meetings were no longer numbered for ease of control; they would be referred to by the date held. It is of note that the Deputy Minister and the Chairman Defence Research Board had been raised to "associate member" from "in attendance" status.

March 1969 Meeting of the CF Council 26-27 March 1969.

The Summary Record of Discussion had no topic headings. The following are the main topics identified from the Summary Record.

The meeting began with CDS opening remarks in which the CDS advised that the submissions by each Command as to their objectives for the fiscal year 1969-70 had been reviewed by CFHQ staff.

The CDS briefed the Council in detail on the CFHQ review of the Command objectives. Each Commander was invited to elaborate on his objectives and all members were invited to comment or discuss them. Attached as annex A is a copy of the review.

AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 1/66

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 10 August 66

<u>ITEM</u>	<u>SUBJECT</u>
I	Welcome by CDS
II	Procedures and Terms of Reference for Canadian Forces Council <u>(Supporting data attached)</u>
III	<u>Status Report on Progress Toward Unification</u>
IV	<u>Impact of Rising Personnel, Operating and Maintenance Costs on Capital Expenditure</u>
V	<u>Briefing on Trade Structure</u>
VI	<u>Briefing on New Pay Structure</u>
VII	<u>Command Presentation, as desired</u> a. Maritime
VIII	<u>General Discussion, as required</u>

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SUMMARY RECORD OF DISCUSSIONS
OF THE 1/66 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 10 AUGUST 1966

Canadian Forces Headquarters
OTTAWA, Ont. 16 August 1966

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members :	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Air Marshal EM Reyno	Chief of Personnel
	Rear Admiral HG Burchell	Representing Chief of Technical Services
	Commodore FB Caldwell	Secretary Defence Staff
	Lt General WAB Anderson	Commander, Mobile Command
	Rear Admiral JC O'Brien	Commander, Maritime Command
	Major General RP Rothschild	Commander, Materiel Command
	Major/MR Dare	DC Reserves
	Air Vice Marshal ME Pollard	Commander, Air Defence Command
	Air Vice Marshal RC Stovel	Commander, Training Command
	Air Commodore GG Diamond	Commander, Air Transport Command
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff (Military Members)
	Lt Colonel HS HS Johnson	Deputy Secretary Defence Staff A2

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. RJ Uffen	Vice Chairman Defence Research Board
	Mr. AM Pennie	Deputy Chairman Defence Research Board
	Rear Admiral JA Charles	Commander, Maritime Pacific Command
	Brigadier EAC Amy	Commander, 4 CIBG
	Colonel LA Bourgeois	DIS
	Wing Commander CA LaFrance	MA/CDS
	G/C RE MOORE	COMMANDER, CFCS
Item IV	Brigadier EC Cowan	Director General Finance
Items IV,V and VI	Mr. GY Loughhead	DM/DGFP
	Mr. AC Grant	DM/DPROG

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SUMMARY RECORD OF DISCUSSIONS
OF THE 1/66 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 10 AUGUST 1966

ITEM I

WELCOME BY CDS

1. The CDS welcomed the Commanders to the first meeting of the Canadian Forces Council. He stated that in the past year or so it had been apparent that Commanders in the field had not been fully in the picture in respect of planning and organizational changes under consideration at CFHQ. In addition, it was apparent that the field commanders had little opportunity to learn what the other commands were doing. Such information as had filtered down to the field had largely been in the form of rumours, and he suggested that he did not need to elaborate on the obvious disadvantages of this method of disseminating information which is often distorted and false. Consequently, he explained that it is proposed to hold regular meetings with the Commanders to ensure that adequate communication is maintained between this Headquarters and the field, and between the Headquarters of the field commands. He noted that, while an agenda had been distributed, the main purpose of this first meeting would be to examine the procedures and organization for future meetings.

ITEM II

PROCEDURES AND TERMS OF REFERENCE FOR CANADIAN FORCES COUNCIL

2. The VCDS introduced the discussion under this item by noting that there are three basic reasons why it had been considered necessary to establish the Canadian Forces Council. Firstly, to make available to the CDS the advice and opinions of the Commanders in the decision-making processes and by the same token to reduce the number of occasions when Commanders in the field are faced with a decision as a fait accompli without knowledge of the reasons which led to the decision, or without the opportunity to express their views in its formulation.

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The second reason, he said, is to increase the flow of information from CFHQ to the commands, and the third reason is to provide a means of tapping the wealth of ideas and expertise which exists at all levels throughout the force. In respect of this latter point, he suggested that it is most important to devise a system which will allow ideas and suggestions to flow upwards to this Headquarters without the dilution which is likely to occur if they are processed laboriously through the normal channels. He then suggested that these three principles be examined in turn.

3. The Commander, Mobile Command suggested that inclusion of the Commanders in the decision-making processes may well have the effect of slowing down this process and will certainly make it more cumbersome than in the past. However, in view of the far-reaching decisions which must be made in the near future, he suggested that possible delays could be justified.

4. He expressed concern, however, on his ability to speak promptly on behalf of his command on problems which are put to him. In view of the wide geographical separation of units under his command it would be necessary to receive papers well in advance of any meeting; and he suggested further that widespread dissemination of Forces Council Agenda Items might tend to create a security risk in terms of premature leakage of information to the press.

5. The CDS agreed with this observation, and he went on to explain that it is not the intention that CFHQ should avoid the responsibility of making decisions. He pointed out that it is his responsibility to make decisions, but that he hoped to make these in consideration of the best advice possible. He would continue, he said, to hold staff meetings within the Headquarters and as a result of these more frequent meetings would inevitably be making decisions without consultation with the Commanders. The basic question, he suggested, is to determine which matters should be referred to the Commanders for consultation. In recognizing that the decision-making processes might be slowed down somewhat, he expressed the opinion that, provided consultation produces the best decision, the time lost in consultation will be well spent.

6. CDS went on to explain that he did not look upon his senior staff at CFHQ necessarily as experts in their particular fields, and that he felt that he should draw on the expertise of the Commanders when considering problems concerned with their environmental specialties. He noted that the organization of the agenda for future meetings and the dissemination of information to the Commanders would impose a heavy load on the Secretariat, but he expected that a system would be developed which would provide for the timely distribution of information such as will permit expeditious consultation. Practice would

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be required, he said, to develop the right formula of items for discussion at these monthly meetings. In the meantime, weekly meetings would continue with the Branch Chiefs where decisions on many items would have to be taken.

7. The Commander, Maritime Command suggested that, in the discussion of major items, an attempt should be made to avoid an appearance of confrontation between the field commanders and the Headquarters staff. To this end he suggested that the Command staffs be brought into the picture at an early date so that there could be an interchange of views at staff level on all items of far-reaching importance. He suggested that this applied not only to the formulation of policy, but also in the implementation processes. He said that he would be willing to send members of his staff to CFHQ from time to time as necessary in furtherance of this principle.

8. In respect of action to be taken as a result of meetings of the Forces Council, he expressed the view that this should always be done through the staff of CFHQ so that, except in special circumstances, the CFHQ staff would not be by-passed.

9. Commander, Mobile Command then suggested that it would be of considerable value if the Commanders could be provided with copies of the staff papers which are tabled for discussion at weekly CDS Staff Meetings. This possibility was discussed at some length, with the support of the majority of the Commanders. The CDS agreed that this would be of value, but stated that he would wish to consult with his Branch Heads before reaching a decision. If the proposal were adopted, he suggested that distribution of the papers be limited to the Commanders personally to avoid possible security breaches. This was generally agreed as being acceptable except that the Commander Training Command suggested that it was desirable on occasion to disseminate the information down to the Brigadier level in the Command Headquarters. The Maritime Commander, Pacific noted that the IDP contains major items of policy and he suggested that Commanders be consulted early in the process of its formulation. The CDS said that he would have this suggestion examined.

10. The Commander, Air Defence Command endorsed the thought expressed earlier by the CDS that the Commanders should be used to provide the environmental expertise upon which decisions might be based. He felt that there is adequate general experience available within the staff at CFHQ and that, consequently, Commanders would not necessarily be able to contribute more effectively than the CFHQ staff in respect of broad policy where environmental considerations are not a factor. On the other hand, The Commander Air Defence Command suggested that the Commanders should play a greater role than in the past in respect of the development of requirements, and that having developed requirements the Commanders and their staffs should be permitted to present them to CFHQ or to Defence Council as necessary.

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11. The CDS thanked the Commander Air Defence Command for his comments and stated that, in respect of the development of requirements, he had had this idea in mind and would consider how the suggested procedure might be applied.

12. In respect of improving the flow of information from CFHQ downwards through the chain of command, the Commander Air Defence Command suggested that consideration might be given to adopting the USAF system of "Commanders' calls" which involves regular meetings of Commanders at all levels with their staffs and the general discussion of items of interest at these meetings.

13. There followed a general discussion on how best to ensure that necessary information is disseminated throughout the forces. Ideas such as an organized schedule of visits by senior officers of CFHQ to Commands and units and the dissemination of information through a Canadian Forces Bulletin, recently introduced as a replacement for the CFHQ Information Letter, were discussed. The merits of passing information directly from CFHQ to units as opposed to distribution through command channels were explored and it was generally agreed that, provided the information concerned is not controversial, in the interest of ensuring that information received by units is timely it is better that the direct channel be used.

14. The CDS said that it is his intention to undertake a comprehensive program of visits to all commands and units, and that he will encourage his Branch Chiefs to do likewise. In this respect the need for a coordinated visit programme was discussed and the CDS said that this would be examined. The VCDS suggested that when senior staff visit the field a record be kept of all major questions asked so that these could subsequently be staffed and comprehensive answers prepared.

15. Finally, and in respect of the third point raised by the VCDS concerning the utilization of ideas generated in the field, the CDS urged that personnel at all levels be encouraged to develop and forward ideas and suggestions through the chain of command. The Commander, Air Transport Command suggested that this aim might be achieved through a broader application of the current Suggestion Award Program.

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ITEM III

STATUS REPORT ON PROGRESS TOWARD UNIFICATION

16. The VCDS opened the discussion on this item pointing out that up until now most of the effort leading toward unification of the forces had been uncoordinated. From now on, however, it is possible to coordinate all the actions required and in so doing to ensure that the Commanders are kept in the picture as to the progress of unification. As an initial step in ensuring proper coordination, he advised the Members that a PERT chart is now being prepared and he explained the value of this method of planning and depicting an activity such as this. He then introduced S/L Law who, for illustration purposes, briefed the Members on a critical path network which is being developed to cover one major facet of unification - unification of the trade structure.

17. A brief but general discussion followed which was concerned mainly with the timing of the various steps involved in unification of the forces. The Deputy Minister noted that it is necessary to identify quickly those decisions which must be made in the next few months so that the necessary changes in legislation can be introduced. The next question, which is not so urgent, will involve the determination of critical times for the implementation of the various aspects of unification.

18. The CDS pointed out that there are several major decisions which must be taken prior to 1 Oct. He said that it will be his aim to let people throughout the forces know as soon as possible what the effects of unification will be. As the first step, he hoped soon to identify those units and formation in which there will be little if any change. Before such information can be disseminated, however, it will be necessary to examine in detail many of the associated problems. He concluded by stating that he hopes to be able to discuss the question of unification in much greater detail at the next meeting.

ITEM IV

IMPACT OF RISING PERSONNEL, OPERATING AND MAINTENANCE COSTS ON CAPITAL EXPENDITURES

19. The Comptroller General spoke to this item and tabled a written brief which was distributed to the Members and which pointed up the need to develop contingency plans for the reduction of PO&M costs in 1967-68. CG noted that, although the Minister had asked the government for an increase in the financial ceiling for 1967-68, it is doubtful that an increase of the magnitude required will be forthcoming. Accordingly, a contingency plan is being developed with a view to saving some \$60.M in PO&M costs in

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1967-68. He noted that a reduction of this magnitude will inevitably have an impact on our commitments, but it is necessary to identify those measures which can be taken. While the contingency planning will be initiated by the Comptroller General Branch in CFHQ, it will be necessary to consult with the commands in the near future. His reason for raising it at this meeting, he said, is to acquaint the Commanders with the situation and to ask that they be prepared to provide the required assistance.

20. The Deputy Minister than reviewed the financial situation as it has affected the Department over the past two years and as it is expected to affect the Department in the future. He noted that in 1964 a budgetary ceiling of \$1.5 billion had been established which was to escalate at 2% per year. This ceiling had been imposed on the assumption that PO&M costs would be escalated at a rate of 3½% per year and that over the five year period some \$340 to \$350.M per year on the average would be required for purchase of new equipment. During the two years which have passed it is readily apparent that PO&M costs have escalated at a much higher rate than 3½% despite the reduction of personnel below planned levels. During the first two years of the program the Department has been underspent by approximately \$75.M in respect of capital, but this has largely been taken up by the increases in PO&M costs. It is apparent from a five year projection that the Department will not be able to continue to operate as planned with an escalation factor limited to 2%. He noted that the Government had been briefed on this situation; however, in fiscal year 1967-68 the program is some \$83.M over the authorized ceiling and it is evident that, although there may be some increase in the budget ceiling, contingency planning is necessary.

21. There followed a general discussion on this subject during which it was explained that, while it is hoped that major savings can be found through consolidation of support activities, it will probably be necessary to cut back on commitments. The CDS stated that it is necessary that the Defence Staff be provided with the views of the Commanders on how savings might be achieved. He touched on base consolidation, noting that in some instances bases for which there is no real military requirement are kept in operation to support the local economy, and he suggested that where this is the case an effort might be made to arrange for an augmentation of the budget. The Commander, Materiel Command pointed out that, while undoubtedly there will be savings resulting from base consolidation, these can only be achieved at the expense of construction elsewhere. He noted also that it is unlikely that any savings from this source could be achieved in time to effect 67-68 expenditures. In this regard the CDS suggested that, even though as a result of our studies it is not possible to show an immediate saving, if future savings can be identified it is possible that the Government may take a more sympathetic view in the interim period. Summing up, the CDS again requested the support of the Commanders in determining those areas where PO&M savings may be achieved.

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ITEM V

BRIEFING ON TRADE STRUCTURE

22. CP introduced this item by referring to the next item on the agenda concerning the new pay structure. He stated that, while the briefing on pay structure would indicate that it is the intention to establish pay rates on the basis of skills, it will not be possible to satisfy all personnel that they have been fairly dealt with. To assist the Commanders in responding to criticism which they may well receive, he proposed to outline the system which will be adopted and the method used in determining how the various skills should be divided for pay purposes. He noted that five pay fields have been established and that tradesmen have been categorized within these fields. The pay differential between the lowest and the highest, he explained, would be in the order of 17%. In view of this, he suggested it was important that the Commanders be made aware of how the trades are selected for the various categories.

23. CP then introduced W/C Gurney who reviewed the current system for determining trades pay. In his review W/C Gurney pointed out that, in effect, the trades are divided into pay categories at the present time since progression in some trades is limited to Group 1 whereas some trades can progress to the Group 4 level.

24. W/C Gurney then described the method by which the 96 trades in the new integrated trade structure had been divided into the five pay groups. Selection, he explained, had been done by a Board of Officers with a breadth of experience and background from all environments and who had previously been employed in the refinement and consolidation of the trade structure. This Board had divided the 96 trades in accordance with criteria which had been approved by the Government and which had been in existence for some time. He explained the criteria to the Members and he circulated a list of the trades divided by pay category.

25. In the brief discussion which followed, it was pointed out that there would be no rank structure limit for promotion up to and including the rank of Cpl. It was noted that it would be relatively simple to identify each trade with its civilian counterpart, and thus to compare easily rates of pay. The relationship of trade skills to rank was discussed and it was noted that this aspect will require further study. Finally, in summing up, CP stated that it is intended to explain this new system thoroughly to all personnel well before the first of October through the medium of a comprehensive briefing program which will also cover the new pay structure.

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ITEM VI

NEW PAY STRUCTURE

26. Mr. Klován, Chairman of the Pay Study Group, briefed the Members on the background of the pay studies which had recently been completed and approved in principle by Defence Council. He reviewed the PERT chart showing the action required and indicated that all required actions in respect of the revised pay philosophy leading toward the 1 Oct 66 date are in hand. He then referred to a chart which illustrated the complexity of the present pay structure and showed the many factors which go to determine the actual pay of a member of the Force. He pointed out that this complex structure results in a maze of orders and regulations which gives rise to a high administrative workload. The current pay system, he stated, is a patchwork of various elements which, although they made sense at the time they were introduced, do not stand up at this time to a logical examination. He then produced a chart which illustrated the proposed new pay structure indicating that if it is adopted there will only be about four variables in determining a man's rate of pay.

27. Mr. Klován then explained that the basic principles in the new pay structure are that married and single personnel are to be paid at the same rates so that there will be equal pay for equal work. Also, that a system of charges for rations and quarters, including married quarters, will be developed and applied in lieu of the present system of reducing various allowances. He noted that the task of implementing this new structure is now in the hands of a management group established under the Chief of Personnel and that this group will be presenting its recommendations to Defence Council on the 16 Aug.

28. A brief discussion followed which was concerned mainly with the question of rates for married quarters. The point was raised that great care should be exercised if it is proposed to raise the current rate of charges for such quarters. The Deputy Minister pointed out that it is inevitable that the rates will be raised, but he noted that this can be phased over a period of time. In addition, he acknowledged that the rates finally established would have to be responsive to the effects of supply and demand to ensure that married quarters continue to be occupied.

29. Concluding the discussion under this item, the Chief of Personnel noted that by the time of the next meeting the Management Group would have completed its task and hence it would be possible to brief the Members in much greater detail.

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ITEM VII

GENERAL DISCUSSION

30. The CDS opened the general discussion by asking each Commander in turn for comments.

Maritime Command

31. The Commander, Maritime Command, spoke at length on problems being experienced in his command as a result of the shortage of manpower. He forecast that, unless there is a marked improvement in the recruiting and retention rates, the operational posture of the command will inevitably suffer and the command will be unable to meet its NATO commitments. In respect of morale within his command, he suggested that, while the personnel generally would accept logical changes leading toward unification, it is unlikely that logic will prevail over emotion when it comes to questions of uniforms and rank designations if introduced too quickly and arbitrarily. He spoke briefly of the major exercise which will shortly take place involving extensive US and British as well as Canadian Forces, and of the Soviet exercises that will run concurrently. In the field of equipment, he suggested that there are two major problems which face his command, the first relating to the mating of helicopters and the DDHs and the second relating to the DDS program.

32. CP noted that the personnel shortage appears to be most critical within Maritime Command and suggested that it might be possible to share this load. He asked, therefore, if it would be practicable to attempt to obtain volunteers from the land and air forces who might usefully augment the personnel of Maritime Command. The Commander, Maritime Command replied that this would only be effective in some areas where a minimum of training would be required, such as for cooks, otherwise the training required would render such a solution impracticable in the short term. He said that his staff is examining various means of improving the situation including the possible calling up of reserves for short periods of time. He reiterated, however, the need to seek a longer term solution and he suggested that very shortly it will be necessary to dispose entirely of the remaining frigates. The Deputy Minister asked if it would be possible to man ships at a lower than normal level and to reinforce the ships from shore billets in an emergency. The Commander said that this is a possibility and will be studied.

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Mobile Command

33. The Commander, Mobile Command suggested that, since his study on force structure is scheduled to go before Defence Council on 15 Aug, there was little he wished to say at the present time. He noted, however, that his command also is suffering from the manpower shortage and, although the current shortages are not as apparent in the land force as elsewhere, in the long run it is inevitable that the capability of his command will suffer. He then suggested that it is necessary to consider manpower as part of a weapons system which will suffer equally from manpower shortages as from equipment shortages. Consequently, the men who are part of a weapons system should be considered as "capital investment" rather than being charged against the O&M portion of the budget. The IDP should relate men to equipment on a weapons system basis.

34. The CDS, in acknowledging that the recruiting situation is difficult, suggested that the pay increase in Oct may be expected to help in some measure. He noted that there are strong elements working against the achievement of an adequate recruiting rate not the least of which is the extensive publicity which the forces are now receiving and which in many cases is not conducive to the betterment of morale. Morale, he said, is a function of leadership and he suggested that if Commanders at all levels can react quickly to problem areas as they arise, morale should not be difficult to maintain. He noted that priorities will have to be established for the use of manpower.

Air Defence Command

35. The Commander, Air Defence Command reiterated the comments of the previous speakers in respect of personnel shortages noting that, as a result of these shortages in his command, it had been proposed to close three radar sites. He noted, further, that even without reference to the actual shortage of personnel, the manpower allocation which had been provided for his command requires that these units be phased out. Additionally, unless the rate of reduction in personnel strength is halted, it will be necessary to take further measures and in this respect proposals had been advanced by his staff to place three additional radars on a care and maintenance status. He noted that the rates of pay are very important to radar technicians who have ample opportunity to obtain well paid positions in industry. Living conditions, particularly at radar stations, are also a factor. As a general comment he suggested that living conditions as well as operational factors should be taken into consideration before deciding to close one base in favour of another.

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36. A brief discussion on methods of improving morale at isolated stations followed and the Commander, referring to improved communications as a means of improving morale, reiterated his remarks made earlier in favour of establishing a procedure similar to the "Commander's Call" system used within the USAF. This proposal was discussed and it was suggested that something like the old current affairs program might be instituted as a means of providing unit commanders with a vehicle for stimulating group discussions with their men.

37. The Deputy Minister, referring to the requirement to phase out radars, asked how critical the situation is. The Commander pointed out that the manpower establishments for radar stations had been engineered so that any reduction in strength vs establishment had an immediate effect. As a result of shortages, personnel are now being required to work excessively long hours which in the long run may lead to even further losses. However, he felt that it would be unnecessary to go further than the phasing out of the three radars now under consideration, at least until the effect of the Oct pay raise can be measured. The DM pointed out the extreme difficulties involved in seeking concurrence of the United States in the phasing out of radars as a result of manpower shortages.

38. The CDS thanked the Commander, ADC for his remarks and, noting that the situation is becoming critical, asked the Commander to put forward any proposals he might be able to develop which could help to alleviate the manpower shortage.

Materiel Command

39. The Commander, Materiel Command stated that he too is faced with many problems as a result of the manpower shortage. He pointed out that, at the present time, he is required to operate three different supply systems while at the same time designing a fourth, unified system for future implementation. He considered that the manpower allocation made to his command is adequate, but he pointed out that the personnel to fill his establishment are not available. Additional problems arise, he said, since approximately two thirds of his manpower establishment is civilian. He then suggested that if the situation does not improve the logistic support provided to other commands will fall short of that which is desired. While this may take some months or even a year to be felt, it was, he felt, inevitable. He said, also, that not only personnel but logistic support should be considered as part of the weapons system, since without adequate support a weapons system would soon be unable to function. In reference to morale, he suggested that in addition to problems of pay a major factor within his command revolves around the adequacy of facilities available to the men. He suggested that, particularly in the maintenance field, men must be provided with the facilities to do a good job or their morale tends to suffer.

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40. He noted that there are two major studies being undertaken within his command concerning, first, the consolidation of warehousing, and secondly consolidation of ammunition depots. He noted that it has been suggested that more of his activities might be contracted to civilian concerns but he suggested that any extension of the contract concept at this point will, in his view, increase O&M expenditures. In respect of O&M savings he stated that it will be four or five years before full integration of the supply system can be achieved and that the full savings resulting from integration within his command will not be apparent until then. In the same vein, he noted that it is not possible to reap the benefits of integration until it is possible to put the people concerned together, and he noted that his Headquarters is scattered all over Ottawa and, consequently, it has not been possible to achieve the desired manpower savings in the Headquarters.

Air Transport Command

41. The Commander, Air Transport Command said that he too is experiencing difficulty as a result of personnel shortages. Nonetheless, morale within his command is good and at the present time he is having no difficulty in meeting his commitments. He said, however, that the details of unification should be circulated to all levels as quickly as possible. He then noted his concern about steps being taken to establish a new air terminal in Europe and he said that he hoped that he will be consulted before any firm plans are made. A further problem facing him, he said, is the question of over-flight agreements with France since, if these are cancelled, alternate and more expensive air routes will have to be established in order to provide service to Middle and Far Eastern areas and Sardinia.

42. The CDS stated that action would be taken to ensure that the Commander, Air Transport Command is consulted in the selection of a new air terminal in Europe. He said, also, that an examination would be made of possible alternative air routes in the event that France should deny us over-flight privileges. He then noted that Air Transport Command had experimented with a new roundel for its aircraft. He said that he was extremely pleased with the result and would entertain a formal submission for approval. He suggested that all commands develop proposals for command insignia for all purposes which he would be pleased to consider.

Training Command

43. The Commander, Training Command stated that, in his opinion, a positive statement in respect of unification should be made as soon as possible. He suggested that pay is not the only factor which is adversely affecting morale, since it is apparent within his command that personal status is of great concern to the individual. To this end, he suggested that action should be taken to provide something more than a long service and good conduct medal, which raises the question of rank structure.

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44. The Commander then asked if it is intended that meetings of the Canadian Forces Council will supplement the stewardship type briefings which had been given by Commanders in the past. He suggested that it might be possible, through these monthly Council meetings, to do away with the system of Commander's Annual Reviews.

45. CP suggested that the question of individual status might largely be solved with the lifting of rank structure ceilings up to an including the rank of Cpl. In respect of the Commander's Annual Review procedure the CDS felt that this should be retained; however, he suggested that the question be considered at the next meeting at which time the possibility of arranging for a visit of the senior CFHQ staff to the Command Headquarters concerned might be explored.

DC RES

46. DC RES noted that he is engaged in studying, by direction of the CDS, the structure of the reserve forces with a view to tasking the reserves in a more meaningful manner while at the same time achieving economies. He asked the Members to note that these studies are not aimed at reorganization per se since the reserves have been undergoing almost continuous reorganization for some years. He suggested that the purpose of the study is to determine ways of giving the reserves more meaningful functions. In respect of leadership and morale, he suggested that, in his view, a great deal hinges on the morale which is demonstrated by the Commanders at all levels. The Commanders, he said, must understand and generate confidence in the aims of the force and in the progress towards unification. He suggested, further, that to provide meaningful tasking and employment to units will go a long way toward maintaining a high state of morale.

Concluding Remarks

47. The Chief of Defence Staff thanked the Members for their comments and opinions. He then spoke briefly concerning the proposed changes in legislation to bring about unification. He said that he is keenly aware of the need to get information on unification down to the troops. While the text of the amendments proposed is not yet available, it would be discussed with the Commanders at the earliest opportunity. In the meantime, he could give assurance that the proposed legislation is designed to give the forces the flexibility required to reorganize their manpower and resources in the proper manner. Most of the fears which personnel have of the future are not justified in the light of what is intended. The safeguarding of institutions and traditions will be a function, he said, not so much of the legislation but of administrative practices and procedures which are developed in support of and subsequent to the passing of any proposed legislation. He stated that by the time of the next meeting it should be possible to brief the Commanders much more fully on the proposals being developed.

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48. He then spoke briefly on a number of items including the desirability of creating a new organization to deal with NPF activities, the establishment of staff schools within some of the commands and the suggestion that combat development be done in close consultation with the commands. He suggested, also, that consideration must be given to using the ROTP system for providing higher education to serving members of the force.

49. In his final remarks, CDS spoke at length on the factors which, in his opinion, are undermining the morale of the forces. He said that it is not the spectre of unification which is the main factor but rather the attitude of today's youth influenced by the various news media and the attention which they pay to anti US propaganda in respect of the war in Viet Nam. He said that the whole nation suffers from these irresponsible activities and that the armed forces are bound to be harmed by them. The major task of the military leaders, he said, is to counteract the harmful effects of this propaganda by stressing the importance of the goals which we, as military personnel, are striving to achieve and by developing in our personnel an appreciation of the values which these goals represent. If this sense of achievement is made apparent, the act of unification will have no lasting effect on forces since time will quickly heal the minor discontents which may arise from uprooted traditions.

50. The CDS again thanked the Members for their attendance and said that he looked forward to a pleasant continuing association with them as part of a coordinate group which, he felt sure, would achieve a great deal in the months to follow.



H.S. Johnson
Lieutenant Colonel
for Deputy Secretary Defence Staff
(Military Members)

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Commander, Air Defence Command
Commander, Air Transport Command
Commander, Training Command
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AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 2/66

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 14 SEPTEMBER 1966

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Brief Reports by each Commander</u> - Commanders will speak about 5 minutes covering major activity and/or problem areas in their Commands.	Commander
II	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak about 5 minutes covering major activity and/or problem areas of mutual concern to Commanders. In addition, they will give an indication of their plans for visiting Commands.	Branch Chiefs
III	<u>Briefing on the Concept of Forces</u> - The CDS will give any further information which is available on plans for reorganization and the related legislation.	CDS
IV	<u>The Minister's Manpower Studies</u> - Discussion will take place under the headings of total Manpower Structure, environmental problems and limited careers following an introductory remark by the CDS. The studies on both officers and men will be issued separately before the Meeting as background material.	CDS
V	<u>Armed Forces Pay Revision - 1 Oct 66</u> - No supporting papers will be issued. CP will brief the meeting on this subject.	CP
VI	<u>Rent for PMQs</u> - No supporting papers will be issued. CP will brief the meeting on this subject and explain the details involved in charging rent for PMQs following the incorporation of the appropriate allowances into pay.	CP
VII	<u>Publicity - Interviews and Speaking Engagements by Senior Officers to Civil Audiences</u> The CDS will brief Commanders and give guidance on this subject.	CDS
VIII	<u>Distribution of CDS Staff Meeting Papers</u> Supporting data attached.	CDS

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SUMMARY RECORD OF DISCUSSIONS
OF THE 2/66 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 14 SEPTEMBER 1966

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ADC	

Canadian Forces Headquarters
OTTAWA, Ont. 16 September 66

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Lieutenant General LG Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Vice Admiral RL Hennessy	Comptroller General
	Commodore FB Caldwell	Secretary Defence Staff
	Lieutenant General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Major General RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Major General MR Dare	Deputy Chief Reserves
	Air Commadore GG Diamond	Commander Air Transport Command
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff (Military Members)
	Squadron Leader D Williamson	

IN ATTENDANCE

Mr. EB Armstrong	Deputy Minister of National Defence
Dr. W Petrie	Representing CDRB
Rear Admiral JA Charles	Commander Maritime Pacific Command
Rear Admiral HG Burchell	DC LOGS
Air Commadore CHA Thompson	1 Air Division
Colonel LA Bourgeois	DIS
Group Captain RE Mooney	CFCS
Lieutenant Colonel EA Blais	MA/CDS
Item V	
Air Vice Marshal FS Carpenter	CF Management Group
Brigadier GH Spencer	CF Management Group
Commodore FD Elcock	CF Management Group
Wing Commander RJ Gurney	DPRC

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SUMMARY RECORD OF DISCUSSIONS
OF THE 2/66 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 14 SEPTEMBER 1966

ITEM I

COMMANDERS' REPORTS

Mobile Command

1. The Commander, Mobile Command announced that the summer concentrations have now been completed with the return of 3 Brigade to its barracks during the current week. The summer program, he said, had been most successful. He remarked that there is an air of expectancy and restlessness within his command which hinges on the hoped for announcement of a pay raise on 1 Oct and also results from speculation as to the effects of unification. He reported that the lack of an approved force structure for Mobile Command also causes some concern.

2. In respect of problem areas, he noted that his main concern is a shortage of personnel. He said that, if the forces are to retain six named regiments, a considerable amount of re-badging of personnel will be required if Mobile Command is to continue to meet its priority commitments. His second area of concern, he said, is over the apparent lack of an adequate command structure to control the forces deployed for the defence of Canada in an emergency. He expressed the thought that the inadequacy of present command arrangements will probably be demonstrated in Exercise FALLEX. They show up particularly, he said, in discussions with the ALCANUS Commanders in that it is difficult to envisage how operations under the ALCANUS plan would be controlled.

3. The CDS said that he recognized the problems of applying the present command structure to a wartime situation and he attributed the problem in part to the lack of a basic plan for the forces. He noted that the VCDS, however, would have something to say later concerning the development of a long range plan. He suggested that development of the command structure is now in the transition period between theory and reality and that, in putting the command and base structure into effect,

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it is inevitable that some re-adjustment will be necessary. Under the present concepts the districts had been designed to cope with the war situation. However, he acknowledged that these concepts need to be examined.

4. CDS said that he is aware of the need to obtain early approval of the MOBCOM force structure. He noted that Mobile Command is experiencing difficulties in respect of equipment, but he said that the commands would not be asked to undertake tasks which are beyond their capabilities.

Maritime Command

5. Commander, Maritime Command, in his opening remarks, noted that the threat of a strike in the dockyards has now diminished. In respect of the manning situation, as reported at the last meeting, he said that he would not be in a position to make meaningful recommendations until some time in November. He reported that he is continuing to lose personnel and he indicated that his command could usefully employ from 50 to 100 Wrens, particularly at Shelbourne. CP responded that, provided the Commander could provide the training necessary, it should be possible to arrange for the provision of these women personnel.

6. The Commander, continuing his report, noted that the trials of the BEAR TRAP installation on the DDHs appear to be proceeding successfully.

Air Defence Command

7. The Commander, Air Defence Command stated that his major problem continues to be a shortage of technical personnel, particularly in the radar stations. Consequently, he is most anxious to receive an early decision in respect of Pagwa and Puntzi Mountain. Even lacking a decision he will probably be compelled to let these two stations run down. The VCDS noted that the proposals to close these two stations had been agreed by the Air Defence authorities in the US and were scheduled to be considered by the Secretary of Defence at an early date. The CDS said that he felt sure the proposals would be agreed to and, consequently, it would be in order to allow the stations to run down as proposed.

8. The Commander, Air Defence Command then noted that he had asked CINC NORAD if the radar posture might be relaxed by reducing the number of height finders maintained in operation during certain times and by allowing longer shut down periods for maintenance. As an immediate step to help alleviate the manpower shortage he said that he had authorized a number of the GATR sites to ~~close~~ ^{operate as} down during the night hours. This did not appear to result in any marked degradation in the air defence capability.

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9. The Commander then stated that deferment of the briefing schedule for the new pay structure had caused some concern. The CDS said that this had occurred because it was considered imprudent to carry out the briefing schedule until Treasury Board had met to consider the pay submission. The Deputy Minister noted that the Board is scheduled to consider the submission on 21 Sep, and he expressed the hope that a decision on the pay submission would be reached before the 1 Oct. He suggested that the briefings could probably commence shortly after 21 Sep.

10. The Commander, ADC then explained that, in furtherance of the ideas he had expressed at the last meeting, he had instructed his Commanders to hold a muster of all ranks as a means of disseminating important information. He explained that these musters were not being held on a scheduled basis and he felt that they would be successful in generally improving morale. He suggested, further, that the creation of the Canadian Forces Council had had a favourable effect since the servicemen now felt that, at least indirectly, they were being represented at CFHQ.

Air Transport Command

11. The Commander, Air Transport Command noted that his command had been slow in developing the base establishments which CFHQ had asked for. He apologized for the delays, noting that they are the result of a particularly heavy workload currently imposed on his staff. He then reviewed the major activities of his command during the past month. He said that the recent exercises with the Royal 22nd Regiment and the Queen's Own Rifles had been successful, but that problems had been experienced with the runway at Wainwright. The runway at Wainwright, he explained, would not support continuous or all weather operations and it has proven necessary to use Namao on several occasions with the consequent trans-shipment of troops to land transport. He explained that there were also problem in respect of runways at Fredericton, the emplaning point for the ACE Mobile Force. It is apparent, he said, that this runway should be lengthened by some 2000 feet if it is to support Yukon operations, particularly in hot weather. The CDS noted these problems, but noted also that the units assigned to the ACE Mobile Force would shortly be moved from Galetown. He suggested that the Commander ATC examine the problem in consultation with the Commander, Mobile Command and forward recommended solutions.

12. In concluding his resume of command activities, the Commander, noting that his command had provided support for the CNE air show, asked if, in view of the considerable effort devoted to this activity, it is considered worthwhile to continue it. The CDS, although remarking that participation by the Canadian Forces in the international air show does not compare favourably with the US portion of the show, expressed the opinion that we

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must continue to support the CNE. Commenting on the CNE generally the CDS said that, in his view, the armed forces display at the exhibition had been of superior quality.

Training Command

13. In his opening remarks the Commander, Training Command referred to the long term plan for the integration of training (DINT) which provided for an orderly, phased program. He noted that the plan had been modified to meet the arbitrary manpower cuts imposed on 1 Apr 62, and that more recently the concerted efforts to reduce PO&M costs have resulted in the need for further modification. To ensure that the ultimate posture of Training Command is as efficient as possible, he suggested that adequate time is required to achieve a logical consolidation of bases and facilities. Money is also required for new construction to make this consolidation possible. Faced with the most recent requirement to cut back on short notice the flexibility inherent in the initial plan has been lost. Future savings in Training Command had been earmarked to improve the capacity for handling recruits, but with the loss of flexibility Training Command would have great difficulty in meeting the requirements of an improved recruiting climate. He urged, therefore, that the importance of long term planning be recognized and that the stability necessary for effective long range planning be established.

14. In respect of the changes in the career pattern for other ranks that will take effect on the introduction of the new pay proposals, he expressed concern that Training Command would be unable to provide quickly the training for those Army and Navy personnel below the rank of Corporal which would permit them to be promoted. The CDS suggested that the other commands might be able to assist, either by setting up courses within their commands in accordance with Training Command's syllabi, or by providing instructors to Training Command. The Commander suggested also that personnel might be promoted to Acting Corporal on the understanding that qualification would be achieved over a longer period of time.

15. The Commander stated that he is also worried over the current pattern of pilot wastage which is some 20% higher than it should be. He said, however, that the amalgamation of CFMS Venture and the Central Officers' Schools from Centralia, plus current studies being undertaken by the Personnel Applied Research Unit at Toronto, should contribute to the solution of the problem. He noted that a possible return to a flight selection unit using an elementary aircraft is being studied.

16. The Commander noted that a significant step in combining our training effort has been achieved by the formation of a combat arms school at CFB Borden which amalgamates the infantry and armoured corps schools. In the long term it is hoped that the School of Artillery can also be combined with this unit.

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17. The Commander then expressed his concern over the apparent growth of regional authorities outside the functional command structure. In this category he grouped regional surgeons, construction engineering offices, dentists and legal personnel. The existence of these agencies outside the command structure, he suggested, required a Commander to consult with too many people. The same thought applies to the reserve organization as it is now constituted. Consequently, he recommended strongly that the chain of command from the CDS to the Commander of a command and to the base commander or commanding officer should be preserved. Command staff, he suggested, should be complete in every sense of the word, and commands should be held responsible for all activities within their functional commands and should where necessary accept appropriate regional responsibilities. In respect of a reserve organization, he suggested that DC RESERVES could and should handle this important effort through specified commands and through specified dual hatted base and district Commanders.

18. The CDS agreed that the question of regional authorities should certainly be studied and he suggested that the question might well be raised at a future meeting of the Forces Council. He suggested, however, that before undue criticism is levelled against the command structure which we have adopted, it should be given a fair trial.

19. As a final comment, the Commander, Training Command noted that, because of the large number of bases and units under his jurisdiction, Training Command is exposed to many problems arising from the variations in methods and procedures followed by each of the Services. In particular he suggested that clarification is required in respect of the corps system and a clear policy is needed in respect of corps messes.

20. The CDS thanked the Commander, Training Command for his comments and suggested that there might be merit in arranging a training conference to be attended by all Commanders. He suggested that this could be held at TCHQ, probably in March or April of next year. This proposal was discussed briefly and while it was agreed that such a conference would be valuable, as an initial step the Commander, Training Command said that he would prefer to consult separately with each of the Commanders.

Materiel Command

21. The Commander, Materiel Command spoke briefly of steps which are being taken towards amalgamation of facilities under his command. He announced that additional studies have been initiated which are aimed toward the ultimate establishment of a single supply system, covering such things as single service management of certain classes of stores, volume procurement, and the assignment to bases of the functions of the regional ordnance

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depots. In respect of base consolidation he said that, at the moment, he is concentrating his attention on the Montreal area where it may be possible to make immediate and significant savings.

22. His major problem, he said, continues to be a shortage of personnel. He supported the views expressed previously by Commander, Mobile Command, in respect of the command structure, noting that he too is concerned over the adequacy of the current structure in an emergency situation. He noted that whenever a minor emergency arises, ad hoc channels are established and he felt that this fact tended to point out the need for a review.

23. The Commander then spoke briefly of problems which had arisen in respect of the cooperative logistic arrangements with the United States because of the priorities assigned within the United States to the war in Viet Nam. Speaking generally of Canada - United States military cooperation and its relationship to the conflict in Viet Nam, the Commander ATC outlined briefly the support which is being provided by Canada under the airlift exchange agreement.

24. The CDS, referring to the observations which had been made respecting the command structure and its adequacy in an emergency situation, suggested that some of the problems envisaged may well disappear if the role of the Canadian Forces Bases is clearly understood and if the base structure is used properly. The base commanders, he said, are responsible for the administrative readiness of the forces on the base but they have no function in respect of mobilization of the Reserves. The base Commanders should deal directly with Materiel Command and with the depots to ensure that forces on the bases are adequately supplied. If it is recognized that the base is the centre of activities, the system would work well. The CDS also recommended the institution of an aggressive supply policy within which depots would issue materiel and supplies without waiting for demands to be placed on them. In response, the Commander, Materiel Command stated that, at the moment, there is no problem in keeping the bases adequately supplied, although difficulties are being experienced because of the different supply procedures in effect.

25. The VCDS, referring to the discussion of the command structure, agreed that the assignment of responsibility for functions and areas in emergencies needs to be studied and resolved.

26. CTS spoke briefly in amplification of the problems being experienced within the structure of logistics agreements with the United States, noting that in many instances United States agencies are acting as third line depots in support of the Canadian Forces. The question of assignment of priorities by U.S. authorities to Canadian requirements vis-a-vis priorities arising out of Viet Nam was discussed. The CDS suggested that where serious problems

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arise, these might be discussed within the PJBD. The DM, however, suggested that in the first instance the solution to problems should be sought through direct consultation with the appropriate logistic authorities within the U.S., and that the PJBD channel should be used only for the more serious problems which cannot be solved in any other way.

1 Air Division

27. The representative of 1 Air Division stated that the major problems of that command all concern the pending move out of France. The CDS said that this is recognized and that he hoped that a decision on the ultimate posture would be reached shortly. He explained that he had recommended to the Minister that an interim three base posture embodying the use of Lahr be adopted with the ultimate aim of abandoning the base at Zweibrucken. He noted that the availability of Lahr is still in question but he hoped that this would be resolved within the near future.

DC Reserves

28. Reporting on current activities, DC Reserves noted that the summer training program had been completed and that, while participation was up some 20% for the Air Force and the Navy, it was down an equal amount for the land forces.

29. In respect of future planning and the study of the Reserves organization, he noted that he proposed to have discussions with the commanders of Maritime Command and Air Transport Command within the next few days, and that he hoped to present the basic concepts of his study to the CDS for approval prior to 27 Sep. He noted that he is reaching agreement with EMO on a revised concept for survival operations which will tend to cast the forces more in the role of managers than simply suppliers. He noted that between the 28 Sep and 6 Oct he would be travelling through Western Canada and holding discussions with Reserves and cadet organizations in that part of the country.

ITEM II

CFHQ PROGRESS REPORTS

VCDS

30. The VCDS said that he wished to report on four subjects with which his Branch had been concerned during the past month. The first, he said, concerns the process that we must go through in order to arrive at decisions to procure or not to procure items of major operational equipment. The first step in this process is a broad statement of government policy indicating in general terms what the forces are to be prepared to do, and providing general priority guidance. The White Paper satisfies the requirements of this first step.

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31. As a second step, a planning guide is required which will expand on the White Paper by describing the military capability expected of each operational function and the approximate resources in terms of dollars, manpower and facilities that will be available to each function. The third step is the development of the force structure for each command based on the previous step. The fourth step would be a statement of operational requirements based upon the force structure, and the fifth and final step will be the Integrated Defence Program.

32. The VCDS then noted that the very important second step is missing at the present time and as a result it is not possible to assess properly the validity of either force structures or procurement programs. However, the first part of a planning guidance paper has been approved in principle by the CDS, and the Minister will be briefed on it within a week. Assuming that the Minister agrees in general with our approach, a final draft will be prepared which will be circulated to Commanders for their comments and suggestions prior to seeking final approval. He said that he hoped to have the entire defence plan completed and promulgated early in November so that from that time onwards there will be a meaningful reference from which to develop operational requirements and the IDP.

33. As a second point he said he wished to thank the Commanders for the very excellent and useful support which they had provided in the recent study concerned with reduction of PO&M costs. The remarks of the commanders are now being analyzed and when it is found that there is general agreement in a particular recommendation approval will be sought to implement it. Where it is apparent that a commander or a Branch Chief does not agree with a recommendation, it is intended to discuss the recommendation further with the interested parties. In other words, further consultation will be initiated wherever it is apparent that this is required.

34. The VCDS then recalled that at the last meeting he had expressed the intention to identify, in the form of a PERT chart, of all the decisions required to achieve unification of the Services. He said that the preparation of this chart is now in its final stages and that it should be ready in time to assist in explaining the whole process to the personnel of the Forces and to the Parliamentary Defence Committee.

35. Finally, the VCDS reminded the Members that DND Exercise FALLEX 66 is coordinated with NATO FALLEX 66, TOCSIN 66, and the US Exercises HIGH HEELS 5 and DESK TOP 8, and that it will be taking place between 12 and 30 Oct inclusive. He noted that the FALLEX directive has been issued, and he urged that Commanders and Branch Chiefs ensure that their staffs are thoroughly familiar with the Exercise by the end of September.

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CTS

36. CTS stated that the major area of concern within his Branch is lack of an approved organization. As an additional problem, he cited the large volume of work which is required within his Branch to support the extensive program for procurement of new equipment. He noted, however, that new organizational proposals would be forwarded to the Comptroller Branch by the end of the month. These proposals would include placement of the communications-electronics division under the Deputy Chief Engineering so that his Branch will comprise three major divisions with a sizable staff element superimposed to look after the program control functions. These new proposals in respect of the organization of his Branch, he said, were based on an improved management philosophy which envisages that projects will be controlled on the "weapons system" concept.

37. CTS noted that the current capital equipment program which his Branch is dealing with totals some one billion dollars. The construction program, he said, is largely dependent on decisions yet to be made in respect of base consolidation. He noted, however, that the pending base consolidation program is likely to have less impact in the Metropolitan areas such as Montreal and Toronto, and that it is proposed to work with the Commanders concerned to develop meaningful construction programs in these areas.

38. CTS then noted that the communications system serving the forces is based on concepts and equipments which, if not obsolescent, are rapidly becoming so. He noted that a firm of consultants has been engaged to study the requirements for a communications system and to recommend the types of equipment which should be embodied in it. The cost of development of this new system would probably be in the order of \$50M, and it is hoped that it will be possible to place it into service somewhere in the 1968-70 time span.

39. CTS suggested that in view of the complexity of the task it is unlikely that a new completely integrated supply system can be introduced into service in less than four to five years. In the meantime it will be necessary to live with the three different systems and sets of procedures which are now in use. He recognized that this presents difficulties, particularly at the base level where the individuals concerned are in most cases familiar with only one system. Once base supply officers become familiar with the three systems, however, problems should tend to diminish.

40. As an item of general interest, CTS stated that a submission is now before Treasury Board seeking authority to replace staff cars every two years. If this is approved, he expressed the hope that it would be possible to replace one half the fleet during the current fiscal year and the remaining half

during the following year. This, he suggested, will ease considerably the maintenance workload. As an additional item of general interest he announced that he is submitting to CP a proposal that 20% of the space available on scheduled flights of Air Transport Command be allocated to personnel on leave.

41. In respect of this latter observation, the CDS stated that it is his practice when travelling by air on Special or Routine flights to accept passengers up to the limit of the aircraft capacity whether they are on duty or on leave. He suggested that other senior officers adopt the same procedure.

CP

42. Chief of Personnel, referring initially to the proposal in respect of utilization of Air Transport flights for leave purposes, pointed out that most of the space available is on trans-Atlantic flights and that the availability tends to be seasonal in nature. He said that it would be his intention to allocate 20% of the space available to personnel in the ranks of Major and above and 80% of the remaining space to other ranks.

43. CP reported that, during the first four months of 1966, recruiting had shown an improvement over the previous year. The number of releases, however, continue to exceed the intake so that there is a net loss averaging in the order of 120 personnel per week. He noted with satisfaction that the ROTP and service college quotas had been filled for the coming academic year.

44. In respect of rentals for PMQ, CP said he hoped that it would be possible to delegate sufficient authority to base commanders in respect of rental rates so that they would be able to deal adequately with complaints which might be received. The Commander, Transport Command entered a plea that consideration should be given to the condition of married quarters when establishing rental rates, noting that many of the quarters now in use are old and not very satisfactory when compared with modern housing standards. The Commander, Training Command recommended strongly that the date when new rental rates become effective should be deferred as much as possible and hopefully for at least a year.

45. CP then suggested that, if desired, he could provide a comprehensive briefing on the recruiting situation for the next meeting of the Council. In respect of recruiting generally he said that it has come to his attention that, while 30% of the population of Canada is essentially French speaking, only 10% of the forces are French speaking. The reasons for this were being studied with a view to effecting possible future changes in the recruiting and training organization which might encourage a higher ratio of French speaking personnel to enter the forces.

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The Study Group, which is also studying the broader aspects of bilingualism within the force, will be visiting the commands and units within the various commands in order to gather information. He asked that the commanders provide such cooperation as may be required by the Study Group, and he stated that the results of the study, when completed, would be tabled at a meeting of the Canadian Forces Council for the information of the Members.

46. CP then discussed the pending appointment of personnel to fill the one star vacancy in Maritime Command, noting that it had been agreed to transfer the vacant position from the West to the East Coast. In the course of the discussion the Commander, Maritime Command strongly recommended that every attempt be made to fill senior air force positions within his command with individuals who possess a background of experience in Maritime operations. He noted that this practice had not necessarily been followed in the past. In any event, he urged that he be consulted concerning the selection of personnel for senior appointments within his command. CP stated that it has always been his intention to consult with Commanders in the selection of personnel for senior appointments.

47. CP, referring to the recent studies which had resulted in the development of pay scales and the division of trades into pay fields, expressed his appreciation for the assistance which had been provided by the Warrant Officers who had participated from the various commands.

48. In concluding his remarks, CP stated that it is his intention to transfer responsibility to Training Command for many of the training functions which are now performed within his Branch. He hoped that this could be achieved, and that the necessary personnel could be transferred to Training Command HQ, during the coming year.

CG

49. Comptroller General opened his comments by announcing that his Branch had been made responsible for the coming savings bond campaign and he asked that Commanders, where practicable, designate their Comptrollers as command coordinators for the savings bond drive. Commander, Training Command, questioning the CG, said that it was his understanding that no pressure would be applied to personnel in the forces to purchase savings bonds. The CG said that, while this is true, nonetheless a quota has been assigned to the Department and, consequently, it is necessary to organize and carry out a sales campaign.

50. The CG noted that a number of organization orders for smaller units had been circulated to the commands for comment. These comments, he said, seemed to be slow in coming forward and he asked the Commanders if they could help to speed them up.

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51. CG then referred to a consultant's study which is currently underway on the concepts of financial management for the forces. Upon completion of the study the report would be distributed to the Commanders and he recommended that immediately following the next Council meeting a briefing on the study be arranged in this Headquarters to be attended by all of the command comptrollers and by as many of the Commanders as possible.

52. In respect of future plans, the CG said that it is his intention in the near future to designate all composite air transport units as Air Transport Command units, and to assign them to Air Transport Command for functional control. These units would, he suggested, continue to be supported by the bases on which they are located, while operational control would be exercised by the appropriate functional commanders. In the discussion which followed the majority of the Commanders favoured retention of the current arrangements. The disadvantages of establishing these units with divided control authorities was emphasized, and it was pointed out that many of them have dual functions, the lesser of which, in some cases, is air transport. The CDS agreed that this is a complex subject which requires study, in particular in respect of the search and rescue aspects.

ITEM III

BRIEFING ON THE CONCEPT OF THE FORCES

53. Introducing this subject the CDS reported that a two-day meeting had recently been held with the Branch Chiefs to discuss the two Minister's Manpower Studies. He pointed out that it had been decided not to distribute these two reports, but rather to develop a personnel structure and personnel policies based on the reports which subsequently could be circulated throughout the forces. Basically, he said, the recommendations contained in the two reports are acceptable, however, certain of these recommendations require modification.

54. As a result of a detailed examination of the two reports and subsequent study, a pattern for the unified force had emerged. It is also apparent, he suggested, that it may take up to 10 years before the ideal of complete unification can be fully achieved. Some of the decisions which must be made in the near future will be permanent but others will obviously have to be modified in the light of experience gained or in the light of changing circumstances.

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55. The CDS then produced a chart showing the existing functional command structure and the force structure which he suggested is necessary to support the command structure. Before discussing his force structure proposals in detail he noted that they are not to be considered as a decision, but rather as a suggested solution upon which discussion and consultation might be based.

56. The force structure proposed by the CDS comprised three basic groups: a command and staff group, combat forces divided into Navy, Army and Aviation Branches, and combat support forces comprising lists of engineering, logistical and administrative specialties.

57. As a keystone of the personnel management system, he suggested that a career officer should progress through three areas of employment. For example, an individual enrolled in an engineering discipline might also be given experience in one of the combat arms and then later within the command and staff group. Within the combat force grouping, personnel would be employable only in one of the environments of air, sea or land. He noted, however, that aviation personnel represent a somewhat special case as they can be employed in any of the operational commands.

58. The functional commands, he said, would be composed of units and groups of personnel from the combat arms and from the combat support forces, and he suggested that the Commanders of these commands could be made responsible for the personnel management function in respect of these personnel who, until reaching the rank of Army captain, will be employed in one combat environment or within one of the support specialties. At the rank of Army captain, career officers would receive training or experience in another combat environment or in one of the support specialties, and would then become eligible to attend an integrated staff course. Upon graduation from the integrated staff school he would become, in effect, universally employable and would join the command and staff group. Within this group careers would be managed by CFHQ.

59. The CDS expressed the opinion that the arrangement he proposed would be acceptable to all personnel. From a cursory examination, retention of the Naval, Army, and Aviation branches of the combat arms might appear to represent no change from the existing situation. He pointed out, however, that the present structure establishes firm barriers which prevent personnel in the three Services from being employed in other than their own environment. Unification will remove these barriers and provide the flexibility which is desired. On the other hand, apart from broadening the career possibilities available to any one individual, the management of a man's career in the new structure will be very little different from the manner in which it is managed at the present time. Career management he pointed out has always been accomplished within lists or corps, and the same basic system will remain in the unified force.

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60. The CDS then turned to the question of rank nomenclature, and he tabled a suggested list of rank names as a base for discussion. In the lengthy discussion which followed the need for retaining or developing rank titles which are clearly understandable in the international scene was stressed. There was also a general consensus that some flexibility in establishing new rank titles would be desirable to permit continued use of some of the existing rank titles at least through a transition period. General agreement was reached on a preliminary selection of rank titles for officers which in the ranks of Lt Cdr and above envisage retention of most of the present Navy rank titles for personnel serving in the Naval environment. It was also agreed that other ranks below the rank of Corporal serving in the combat forces might be known as soldiers, seamen or airmen depending upon their environment. No specific suggestions were advanced for titles for other rank personnel in the combat support forces, other than the suggestion that the recommendations of the Minister's Manpower Study - Men be applied. On the basis of this general agreement, the CDS asked the Commanders to forward their recommendations as soon as possible so that, on the basis of the discussion and on the recommendations received, a decision could be made.

61. In response to a question as to the timing of the introduction of a new personnel classification structure, the CDS replied that, since changes in the personnel structure are inherent in the new pay proposals, it is necessary to have at least an outline of the structure prior to 1 Oct. He suggested that coincidentally with introduction of the new pay structure it will be necessary to explain at least the basic principles of the new personnel structure so that each serviceman will understand how he fits into the picture. He pointed out that it would, however, take some time to put into effect, even after enabling legislation has been passed. Consequently, while it is necessary to reach agreement on the outline structure within the next few weeks, it will be possible to make adjustments to it during the implementation phase.

ITEM IV

MINISTER'S MANPOWER STUDIES

62. Lack of time precluded detailed discussion of the Manpower Studies.

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ITEM V

ARMED FORCES PAY REVISION - 1 OCT 66

63. Time did not permit this item to be discussed fully, however, a number of specific points were raised.

64. Commander, Maritime Command asked if it would be possible to raise the status of clerical personnel from pay field 3 to pay field 4. The CDS said that, while he agreed in general with the observations of the Maritime Commander, it would not be practicable to attempt a change at this time. On the other hand he said that he envisaged the need for future readjustments in the assignment of trades to pay fields. In this regard he indicated that on receipt of valid arguments, consideration would be given to making these adjustments.

65. Turning to terms of service, the Commander Maritime Command asked that the policy requiring six months notice to be given by an individual requesting release from the Service be changed to require that the period of notice be either six months or until the termination of current cyclical employment, whichever is the greater. The CDS agreed with this recommendation and said that it would be incorporated in the regulations.

66. Commander, Training Command raised the question of payment of the re-engagement bonus subsequent to the 1 Oct and suggested that, lacking a firm decision on a cutoff date for payment of the re-engagement bonus, the Department should be prepared to honour payment of the bonus to personnel who had signified their intention to re-engage after 1 Oct 66.

67. The Commander, Mobile Command in commenting on the schedule of briefings covering the new pay structure, expressed his concern that the command channel had not been used as the means of notifying all personnel of the changes in pay structure. He suggested that the question of pay is fundamental in the field of man management and that in the interests of morale, information such as is to be provided by the pay briefing teams should be disseminated through the command channel. A/V/M Carpenter explained that, because of the limited time available in which to present the briefings and because of the wide geographical separation of units within commands, the current proposal for regional briefings had been developed. He noted, however, that in briefing the personnel of the forces it would be the unit commanders who would do the briefing in each case. The procedure for conducting the briefings was discussed at some length at the conclusion of which the CDS directed that the briefing schedule be amended as necessary to ensure that command channels are used wherever this is practicable in view of the limitations imposed by time.

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68. Commander, Mobile Command then questioned the role that had been played by the Warrant Officers who had participated in the pay studies. He suggested that it was incorrect to say that these Warrant Officers had represented their commands. He also suggested that the current pay proposals may be establishing some undesirable precedents in that they contain the implication that rank will be awarded on the basis of increased skill.

69. CP explained that the Warrant Officers who had participated in the studies had not been selected as command representatives but had been selected on the basis of their knowledge and experience. The CDS endorsed this comment noting that there had been no intention to cut across the chain of command. He felt that the participation of these Warrant Officers in the decision-making processes had been most useful and had had a profound affect on morale generally.

70. Referring to the suggestion that rank is to be awarded on the basis of increased skills, the CDS said that he also had some reservations in this regard; however, he noted that it is essential that recognition be paid to the skilled tradesmen whose skill is in demand in the civilian market. Consequently, he had accepted the new pay structure since he believed that the question of rank vis-a-vis pay for skills can be sorted out later. CDS then asked if provision had been made in the Treasury Board submission for extra pay for Corporals holding supervisory positions. It was explained that this had not been done since it was proposed to seek authority for the payment of an additional sum as an allowance, and that the question of allowances is being held in abeyance pending approval of the basic pay package. After a brief discussion the CDS directed that the Treasury Board submission be amended to provide for an additional pay increment of \$10.00 per month for Corporals holding supervisory positions.

ITEM VI

RENT FOR PMQs

71. This item was covered by CP report in Item II.

ITEM VII

PUBLICITY - INTERVIEWS AND SPEAKING ENGAGEMENTS BY SENIOR OFFICERS TO CIVIL AUDIENCES

72. The CDS, speaking briefly to this item, said that he had placed it on the agenda with the intention of urging his Commanders

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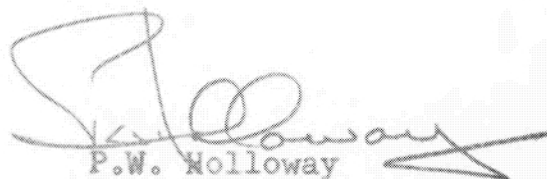
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to accept every opportunity to speak to civil audiences. He said that there is no need to clear speeches previously with this HQ, although the Director of Information Services would provide whatever assistance might be desired. The CDS said, further, that he would support his Commanders in anything they said, but he asked that they use discretion and attempt to avoid subjects which might become politically controversial.

ITEM VIII

DISTRIBUTION OF CDS STAFF MEETING PAPERS

73. Lack of time precluded discussion of this item.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

DISTRIBUTION

Minister
Assoc Minister
DM
CDS
VCDS
CTS
CP
CG
CDRB
DC OPS
DC PLANS
DC RES
DGOR
DG Prog
DIS
SEC DS
DSecDS2-3
Mil Sec
DG FALLEX
D HIST
CDS/CR
DSECDS (MM)

Commander, Mobile Command
Commander, Maritime Command
Commander, Air Defence Command
Commander, Air Transport Command
Commander, Training Command
Commander, Materiel Command
Maritime Commander, Pacific
Commander, 4 CIBG
Commander, 1 Air Division
Commander, Canadian Defence
Liaison Staff (Washington)
Commander, Canadian Defence
Liaison Staff (London)
Commander, CFCS

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AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 3/66

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 12 OCTOBER 1966

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Brief Report by each Commander</u> - Commanders will speak about 5 minutes covering major activity and/or problem areas in their commands.	<u>Commander</u>
II	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak about 5 minutes covering major activity and/or problem areas of mutual concern to Commanders. (See note below)	<u>Branch Chiefs</u>
III	<u>Outline Plan For Unification</u> - The preparation of an outline plan for unification is being coordinated by VCDS. The outline plan will consist of two sections. Section 1: Long range plan and force structures Section 2: Personnel classification structure, together with broad personnel policies. Section 2 only has been completed in time for distribution for this meeting and Commanders will be expected to comment on it. The VCDS will report on the status of Section 1.	<u>VCDS CP</u>
IV	<u>Distribution of CDS Staff Meeting Papers</u> Reference - S1180-4120/C18 dated 31 August, 1966	<u>CDS</u>

NOTE: CP intends to present a briefing immediately after lunch on "Flags and Pennants"

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SUMMARY RECORD OF DISCUSSIONS
OF THE 3/66 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 12 OCTOBER, 1966

ESG	✓
MA	✓
ADC	✓

Canadian Force Headquarters
OTTAWA, Ont. 25 October 66

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp Lieutenant General LG Lilley Vice Admiral RL Hennessy Air Marshal EM Reyno Commodore FB Caldwell Lt General WAB Anderson Rear Admiral JC O'Brien Major General RP Rothschild Air Vice Marshal RC Stovel Air Vice Marshal ME Pollard Major General MR Dare Air Commodore GG Diamond Air Vice Marshal RJ Lane	Vice Chief of the Defence Staff Chief of Technical Services Comptroller General Chief of Personnel Secretary Defence Staff Commander Mobile Command Commander Maritime Command Commander Materiel Command Commander Training Command Commander Air Defence Command Deputy Chief Reserves Commander Air Transport Command Commander 1 Air Division
Secretary:	Group Captain PW Holloway Squadron Leader D Williamson	Deputy Secretary Defence Staff (Military Members)

IN ATTENDANCE

	Mr. EB Armstrong Dr. AH Zimmerman Rear Admiral JA Charles Group Captain RE Mooney Colonel LA Bourgeois Lieutenant Colonel EA Blais	Deputy Minister of National Defence Chairman Defence Research Board Commander Maritime Pacific Command CFCS DIS MA/CDS
Item II	Air Commodore RC Weston Group Captain GR Truemner	DGA DR
Item III	Major General BF Macdonald Air Commodore GF Jacobsen Captain ES Baker	DCP DGPR DPCP

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SUMMARY RECORD OF DISCUSSIONS
OF THE 3/66 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 12 OCTOBER 1966

ITEM I

COMMANDERS' REPORTS

Mobile Command

1. The Commander, Mobile Command stated that his Headquarters has recently completed its first Command Post Exercise at Farnham. The exercise appeared to have been successful with good support being provided by the Signals Regiment. He then reported that his representative at Exercise MARMARA EXPRESS, recently held in Turkey, had consulted with the Commander of the ACE Mobile Force. He reported that the Commander, while aware of the Canadian offer of a battalion for the southern flank, stated that he has adequate infantry support at the moment. The Commander stated the real requirements in that area are for a Headquarters and Signals Company, for a ground reconnaissance company, a transport helicopter unit and second line maintenance resources. He noted that a complete report on this exercise will be forwarded to CFHQ in the near future.

2. He then reported his staff had recently seen a demonstration of the CL84 (Tilt Wing Aircraft), and that he could foresee a requirement for a number of these aircraft on his inventory due to the large helicopter commitment in MOBCOM. The Commander suggested that CFHQ might well arrange for a formal evaluation of the CL84 and he said that his staff would prepare a paper outlining the details of a possible requirement. After a brief discussion the CDS asked the Commander to forward their submission in respect of the CL84 as soon as possible.

3. The Commander, reporting on the recent ALCANUS Commanders' Conference, noted that it had been a useful conference and that the US members had shown considerable interest in the new Canadian Command structure, particularly as it affects the support of ALCANUS operations in the western region where Westcom previously provided support. In response to these queries, he had explained

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13. As an item of interest, he noted that he had discussed with CINCNORAD the result of trials which had been held in Alaska using tactical F4s in the air defence role. CINCNORAD reported that the pilots of Tactical Air Command had apparently done very well in these tests.

14. On the subject of the recently announced pay increase the Commander stated that the initial reaction, generally speaking, was very favourable. However, he did express the opinion that the personnel might not be so pleased after seeing the impact of increased income tax deductions. In particular, he noted that the radar technicians were quite happy with their increase.

15. The Commander stated that, in spite of problems with the engines for the F101, by maintaining a lower monthly flying rate the situation would remain manageable until at least next March. He stated, however, that he is reluctant to operate at the lower MFR for too long a period.

16. In respect of the letter which had gone to commands seeking further reductions in O&M costs, he stated that it would be very difficult to make further economies. The CDS, however, suggested that, in conjunction with DC RESERVES, he explore the possibilities of reducing the staffs in the survival warning system. The CDS noted that this had been an Army function prior to integration, but that now there appears to be no reason why it cannot be undertaken by Air Force Personnel as an additional function. The CDS suggested also that, in connection with fallout warning and reporting, a study be made of the meteorological reporting system to determine if there are perhaps some duplications which may be avoided.

Materiel Command

17. The Commander, Materiel Command first reported on the slippages which are now apparent in some of his programmes. The consolidation of the Quality Assurance units in Hull will not be completed until March next year (two or three months behind schedule). The refitment of the Bonaventure, scheduled to be completed in April 67, will not now be completed until the end of August 1967. This is due to the additional work required, and the unavailability of certain pieces of new equipment. The Commander went on to report on possible civilian personnel problems in the dockyards of the west coast. He expressed the wish that an announcement concerning the complete conversion programme of the dockyards be made prior to any announcement on the reduction of associated civilian personnel, so that the personnel affected would know that work will be available in other shipyards.

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23. HOPSCOTCH was an airlift phase of a United Nations standby exercise. The 1st Battalion of the Canadian Guards was deployed from Trenton to Valcartier during the period 16-18 Sep and re-deployed from 30 Sep to 2 Oct. Four Hercules aircraft were involved, flying 244 hours and carrying 475 army personnel and 122 vehicles from Trenton to Quebec and return.

24. The Commander also reported that the first phase of Brigade rotation 66 was completed on 10 Sep. A total of 1,106 Yukon hours and 212 Hercules hours were flown during this phase and 5,566 army personnel and dependents, together with 2,200,750 lbs of baggage, were rotated. The second phase of Brigade rotation commenced at the end of Oct.

25. The Commander then reported on Operation SNOW GOOSE VI (rotation of troops to and from Cyprus) which commenced on 1 Oct and will be completed by 19 Oct. There will be 816 troops transported from Trenton to Cyprus and 906 troops rotated from Cyprus to Trenton.

26. Reporting on the delayed departure rate for Sep, the Commander stated that this was 8.4% with 89 delays in 1,064 departures. This delay rate is slightly higher than the preceding ones but normal for this time of the year. In conclusion, he noted that aircraft accident and serviceability rates within his Command continue to be satisfactory.

Training Command

27. The Commander, Training Command reported two fatal flying accidents in Training Command since the last meeting of the Council. Both of these accidents (one involving a T33 and the other a Tutor) were unexplainable at the moment. While both these accidents are serious in themselves the Commander expressed greater concern that there had been 10 unrelated engine failures in the Tutor aircraft since July of this year. While this matter is under close examination within his Command, the Commander considered it advisable to give advance notice to the CDS and the Commander MATCOM that technical assistance from MOBCOM and CFHQ may be required if his current studies produce no meaningful results.

28. He noted that his plan for interim recruit training at CFB St Jean is being distributed within CFHQ today. Referring to Training Command's longer term plans, he anticipated that a possible reduction in the number of TC bases from 13 to seven seemed possible within the next three years. Integrated recruit training at St Jean is an important key and the first main step toward effective consolidation.

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29. The Commander, continuing his report, made brief mention of the fact that Winnipeg is playing host to PAN AM games in July and August 1967. While in theory the military should not be too involved, the forces are morally committed to provide support and he predicted that the Services will be called upon to give a considerable amount of assistance as the time of the games approaches. With over 3,000 athletes expected to participate in these games, the Commander pointed out that the RCHA as well as CFB Winnipeg will be very heavily involved. At this point the CDS directed that, if the personnel of RCHA are to be involved, they are to carry out significant tasks only and are not to become involved in general menial duties.

30. The Commander then spoke of the generally favourable reaction of his personnel to the recently announced pay raise, stating that various comments from officers and men will be forwarded to CFBHQ. He observed that a common pay scale for doctors, dentists, and lawyers might be desirable. Since 1 Oct he noted that he had visited two bases, representing some 600 men and senior NCOs, and that at these bases there is almost unanimous agreement that there should be no trade designators associated with rank names.

31. At this point the CDS interjected to state that he was very pleased with the overall results of the recently announced pay increase. The few complaints received was certainly an indication of the favourable way in which this pay increase was received by all ranks. The CDS went on to state that all Commanders were to make absolutely sure that commanding officers were correctly interpreting instructions with regards to the promotion of a Private to Corporal.

DC RESERVES

32. The DC RESERVES reported that he had just completed a tour of the Western Provinces and had met with district commanders, Provincial Emergency Measures officers, and many militia group commanders and NCOs. He deliberately avoided formal meetings with Reserve Commanders as he did not wish to discuss the new tasking of the Reserve Forces until such time as the overall plan had been approved in detail by the CDS and the Minister. In this regard, DC RES stated that he intends to present a general plan at the next meeting of this Council scheduled for the 9th of Nov. This, he hoped, would be followed by a formal presentation to the CDS Staff Meeting in late Nov and Defence Council in early Dec. It is then his intention to present this plan for comment to the Conference of Defence Associations at a meeting to be held in Ottawa 12-14 Jan 67. DC RES further reported that he had attended or had been represented at six Corps Association meetings in the past month. From informal

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discussions, it was abundantly clear that the Reserves will welcome any realistic plan which gives them meaningful tasks. DC RES was convinced that the Reserves are realists and that they will clearly accept roles which are designed to support the requirements of 1966 within the philosophy of "forces in being". The supporting Services such as REME will, in the opinion of DC RES, require further education to broaden their horizon. There are two main problems which concern the Associations, firstly, the fact of unification of the corps system as such and, secondly, the recent pay increase as it will affect the Reserve Forces.

33. DC RES then reported that he had attended a unit Centennial celebration in Brockville on 8 Oct at which occasion Lord Avon had taken the salute. He said that his purpose in mentioning this item of detail is to note that he was most disappointed with the standard of ceremonial drill demonstrated to the public.

34. In concluding his remarks and speaking generally of the command structure, DC RES noted that many of the CFBs are required to be responsive to different commands. He suggested that base commanders are only now coming to grips with the problems this involves and he suggested that there is a real need to review the whole command structure concept.

Canadian Forces Communication System

35. Asked for comments the Commander CFCS noted that he had recently presented his Annual Review to the Defence Staff and that he had little to add at this time. He reported, however, that the reaction to the pay raise within his Command had been very favourable. The CDS then congratulated the Commander on the presentation of his Annual Review which, he said, had been most interesting. He suggested that it might be useful if the Commander were to provide a similar presentation to each of the commands. The Commander CFCS noted that he would shortly be visiting most of the Command Headquarters and that he would take note of the CDS suggestion.

ITEM II

CFHQ PROGRESS REPORTS

36. The CDS, introducing this item on the agenda, noted that during the past year studies have revealed that, despite the efforts made by all Commanders to reduce accidents, accidents are costing the Department, annually, some \$35M. In addition, there has been an average of 60,000 injuries and over 100 deaths

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each year. As a result he stated that he has appointed Mr. Darling, who is now on the staff of the Chief of Technical Services, to undertake a comprehensive study of the various safety programmes now being conducted in the forces. Mr. Darling will also be gathering and interpreting statistics on accidents within the forces, and will be making recommendations on a possible consolidated safety organization. In the course of his study Mr. Darling will be visiting the various commands and the CDS asked that he be given full cooperation.

Comptroller General

37. The Comptroller General commenced his report by stating that a paper will shortly be forwarded from this Headquarters which, he felt, would alleviate the present confusion that apparently exists at the base level concerning the relationship between the Commanding Officers of a Base and the Commanding Officers of the various lodger units. The CDS, at this point, stated that it must be recognized that all bases cannot be organized in accordance with a stereotyped pattern, since each base organization must be designed to support in the best manner possible the units which are located on it. The Commander, Training Command suggested that part of the problem can be attributed to personalities since some base commanders lack the ability to operate harmoniously in conjunction with other unit commanders. When this is apparent he suggested the base commanders concerned should be transferred. The CP pointed out that this would be difficult to achieve in view of the limited rank structure. He suggested, therefore, and the CDS agreed, that it should be the responsibility of the Commanders to ensure that base commanders administer their bases in an efficient manner.

38. The Comptroller General then noted that there is a need to clarify the specific personnel who would be entitled to Level 5(b) pay. While these personnel can be readily identified within Mobile Command, there seemed to be some difficulty within the other commands in selecting Corporal positions entitled to pay at this level. After a brief discussion it was agreed that the commanders would identify those positions within their command where the incumbents should be entitled to pay at Level 5(b). Lists of positions so identified are to be forwarded to CFHQ.

Chief of Personnel

39. With regard to the recently announced pay proposals and the reorganization of the trade structure, the Chief of Personnel said that he was delighted with the general reaction of all personnel within the Canadian Forces. The number of complaints

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received so far were very few and this fact, he felt, was indicative of the success which had been achieved. Chief of Personnel then reported that he is concerned about letters that are being forwarded directly to the Minister by various disgruntled people. He cited an example of an anonymous letter recently received by the Minister concerning the conduct of a Base Commander. He went on to say that an investigation completely vindicated the Base Commander. This incident had, however, placed the CO concerned in a very embarrassing position. To avoid this in the future it had been agreed that such correspondence would be forwarded directly to the Commander of the command for whatever action he deemed necessary.

40. The Chief of Personnel went on to say that action is being initiated to consolidate the three separate services promotion boards into one common Board. For the next few years, and in order to ensure that adequate information is available, Commanders will be asked to generate two assessments each year on all personnel under their command.

41. The Chief of Personnel then spoke of his recent visit to the Canadian Forces Base in Cyprus and he expressed concern about the low standards of Camp Maple Leaf where our forces are presently billeted. He went on to state that steps are being taken through UN authorities to obtain the use of a more up-to-date British Camp which was recently vacated by the RAF. However, he cautioned that progress in this regard would be very slow. At this point the CDS noted that it is proposed that the Canadian Forces in Cyprus and the Middle East would come under the command of Mobile Command in the near future.

42. Although not following concurrently this report by CP, CP introduced the Director of Recruiting who briefed the Council on recruiting statistics, personnel loss rates, the recruiting organization and on the policy in respect of recruiting advertising. This briefing was noted by the Council.

43. Chief of Personnel also introduced the Director General of Administration who briefed the Members on proposals for flags, pennants and insignia for the Canadian Forces. Noting that a Canadian Forces badge has received Defence Council approval, DGA discussed various designs for a Forces ensign concluding that the most appropriate design appears to be a white ensign with the Canadian flag in the top left hand corner and the Canadian Forces badge on the fly. He then demonstrated how this design would lend itself to the development of a family of identifiable and distinctive rank and command pennants. Concluding his presentation DGA sought approval in principle of the proposed ensign and of the proposed family of command and rank pennants.

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44. After a brief discussion the designs proposed by DGA were approved. The CDS noted, however, that it will now be necessary to undertake a study to determine who would be entitled to use rank and command pennants, although it appeared that there was general agreement that only commanders of formations would be so entitled. In addition, CDS suggested that further studies should be directed towards selecting a suitable jack for use by Naval ships.

Chief of Technical Services

45. CTS introduced his remarks by noting that Primary 14, assigned to major maintenance, has run out of funds and as a consequence there will be a cutback of 2% in these maintenance funds for each command.

46. Secondly, the Chief of Technical Services reported to the Members that a Canadian Forces Motor Transport Safety Programme has been prepared which, it is hoped, will shortly be issued as a CFAO. He noted that there is a possibility of a Post Office strike in mid November and that, if it takes place, DND Transport will again be used.

47. In respect to a new walking out uniform for the integrated force, the CTS reported that sufficient new lightweight material is being ordered to make up approximately 450 uniforms. The first 250 uniforms, which should be available by May, will be issued to the standing Royal Guard which will be required at Expo 67 during the Centennial year. The remaining 200 uniforms will be issued to selected personnel across the country for user trials.

48. CTS mentioned briefly the fact that the "Centrex" telephone system will be introduced in the Vancouver - Victoria area in the near future. This system will permit direct dialing between Government locals in the area covered and will eliminate the use of switchboards and telephone operators. The CTS then reported that bids are now in for the new Operational Support Ships and that the lowest bid to date is \$15.5M in excess of the funds programmed. Also, although the cost of the DDH programme had increased from \$160.4M to \$182M, Treasury Board had approved this additional expenditure and the programme would go ahead. The gas turbine contract for these ships had been awarded to Pratt & Whitney. Finally, the CTS commented that he would like the views of the Commanders concerning the general standard of logistic support within the commands. In particular he wished to know if the general personnel shortage is affecting the standard of maintenance support. The CDS suggested that the true measure of support capability is whether MATCOM can adequately provide support of deployed forces in a Korean type war. Although at the

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moment this type of support would be questionable due to the present transition period, the CDS stated that we are probably in as good a position as in the past. While improvement is needed, there should be no cause for alarm.

Vice Chief of the Defence Staff

49. The VCDS reported that Part I of the Planning Guidance had been presented to Defence Council. Part I, he explained, translates the White Paper into more meaningful military terms and assigns basic functions to commands. The Minister had approved this part of the Planning Guidance but had reserved his decision on the procedure for development of Part II. This procedure, he explained, envisaged the allocation of resources to commands as the basis for command participation in the development of meaningful force structures. He said that he hoped in the near future to be able to send a team to visit the commanders and to discuss with them the development of Part II and the allocation of resources to them. In any event, he said that a briefing on the Planning Guidance document would be presented at the next Canadian Forces Council meeting.

50. Referring to the remarks of the Commanders in respect of the recent communication from CFHQ concerning O&M savings, he said that the intent had been not so much to generate new and immediate savings in this area but to remind the Commanders that effort must be expended continuously in this regard. In other words, he said, it was intended merely to keep the pressure on in this vital area.

Unification

51. The CDS briefed the Members in some detail on the intent of the draft legislation which it is hoped will soon be introduced into Parliament to authorize unification of the forces. He pointed out that it is not possible to provide them with the text of the legislation until it has been presented to Parliament but he reviewed in general terms some of the provisions and in so doing assured the Commanders that, while this legislation will open the way for many improvements, it will not, in itself, destroy any of the more worthwhile traditions of the three Services. The CDS noted also that with the introduction of the legislation a comprehensive schedule of briefings similar to those used for the pay revision will be undertaken. In this regard, the Commander, Mobile Command urged that the command channel be used in acquainting members of the forces with the details of unification. The CDS stated that command channels would be followed in all cases.

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ITEM III

OUTLINE PLAN FOR UNIFICATION

52. The VCDS, in introducing this item, commented on the complexity of the task of achieving a unified force in accordance with the concepts expressed in the White Paper. To ensure that all the planning and implementation required to achieve this objective are properly coordinated, the various programmes and sub programmes which number in excess of 200 have been placed in a PERT chart. A review of the PERT chart reveals that there are three or four major controlling programmes. The development of a command structure and the allocation of missions or roles to commands is one major controlling programme. The development of a force structure for the operational and supporting commands is another pacing programme. A third is the modernization programme being undertaken by MATCOM and CFCS and possibly Training Command, while the fourth is the personnel policy and plan for management of personnel. All of these four pacing programmes are to a considerable extent sequential, although there is an overlap between them. Ideally, the force structure programme should have been largely completed before embarking on the programme concerned with personnel structures and personnel policies. However, this has not been possible so that, at the moment, we are examining the personnel classification structure without the benefit of a complete study on force structure.

53. The VCDS noted that, at the last meeting, the distinction between a personnel classification structure and force structure was made clear; however, he suggested that this distinction should again be emphasized. The command structure, he noted, is grouping of units and organizations by commands to carry out the functions assigned to the commands. The personnel classification structure on the other hand defines the different skill requirements of the armed forces by professions and trades. Thus, the various commands will require personnel from the various professions and trades depending on the functions of the commands. While today's discussion would be out of sequence, it was felt that agreement of the basic concepts of a personnel classification structure and personnel policies could be reached, although these might require minor modification at a later date when the command and force structures are more precisely defined.

54. CP, in introducing the supporting data, reiterated the remarks of the VCDS to the effect that the personnel structure and policies represent only part of the overall problem. He said, also, that ideally the discussion of personnel matters should not have been undertaken until there was, in being, an agreed version of the structure of the armed forces, setting out establishments

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clearly as well as lines of responsibility. However, as the VCDS had pointed out, this had not been feasible and due to the need to reach early decisions a proposed personnel structure is being presented. He noted further that the proposals to be discussed may be based on assumptions which may be proven to be invalid. He compared the requirement to that of being required to furnish a house including carpets and draperies without knowing the precise arrangement and measurements of the rooms.

55. CP went on to point out that personnel structures and policies set out in the supporting documents are believed by CFHQ to be the best method of managing the personnel structure of the forces. The proposals segregate the various trades and classifications of officers and men into two groups which, from his point of view as CP, he can control with respect to promotion, transfers and retirements. He said that much of it had been drawn up following conversations with well qualified people on the command staffs.

56. CP then referred to 1 Oct 66 as being a milestone in the history of the force, not only because the entire pay structure was changed and modernized on that date but because the trades structure was completely redesigned as well. The allocation of trades to pay fields had been an extremely difficult task in itself; however, the fact that all of these steps were taken on one effective date represents a gigantic task well managed and carried out. The fact that this was accomplished with very few complaints is a tribute to the talents of those who participated. For the most part, the participants were officers and men from commands, and again he thanked the commanders for their cooperation, noting that he intended to use the same philosophy in proceeding with implementation of the new personnel structure and policies once approved.

57. The Members then turned to the proposed personnel classification structure and, while several suggestions of detail were raised, the discussion centered largely on the philosophy of the structures within a unified force and the effect these force structures would have on the personnel classification structure. The need for organizational structures smaller than the total of the unified force and yet larger than a typical unit within the force was discussed at length. As an example of the need for an intermediate element of the force with which individuals could identify themselves in relation to a particular role, the Commander, Maritime Command stressed the need for all personnel serving in a ship to dedicate themselves to the basic task rather than to the ship itself. He pointed out that a ship is only a very temporary home for most of the personnel serving within it. All of the ship's company, regardless of trade or professional specialty, are part of a combat unit. Under the proposed concept

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of a force unified in all respects (personnel classified by trade or profession only), personnel will tend toward assigning their principle allegiance to the corps, trade or profession into which they are classified. Thus, the Commander of a ship, for example, will have no lasting common bond knitting the ship's complement into a cohesive whole.

58. Following from this illustration advanced by Maritime Commander, the Members discussed at length whether the structure of the forces should provide total unification or whether some semblance of the three Services' identities should be retained. Strictly from the point of view of organizational efficiency, it was generally accepted that total unification provides the better solution. On the other hand it was recognized that in achieving an ideal organizational concept, the resulting loss of traditions and service identities may, in the long term, lead to impaired efficiency in the fighting elements of the forces.

59. Finally, with specific reference to the proposed personnel classification structure, it was agreed that there would be five basic lists as follows:

- a. The General List, including all officers of Brigadier rank and above;
- b. The Naval force list, containing those personnel now classified within the General Duties Branch;
- c. A land force list, comprising the three combat arms of the land force;
- d. An Air Force list, comprising the pilot, radio navigator and air defence control branches;
- e. A combat support force list comprising all those Branches and specialties not listed above.

60. The Members then discussed each of the personnel policy statements contained in the supporting data and agreed that the following amendments should be incorporated in them:

- a. Annex A - Rank levels to be amended to coincide with the rank levels and titles contained in the draft unification legislation.
- b. Annex B - Delete the second sentence of Paragraph 2.
- c. Annex D - To be revised to provide for immediate promotion from the initial rank granted on enrolment.

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- d. Annex G - Delete the words "Trades and" in the last sentence of Paragraph 4 and amend Paragraph 5 to coincide with decisions reached in respect of the personnel classification structure.
- e. Annex I - Delete Paragraph 2 and the last seven words of the last sentence in Paragraph 3. Add a paragraph to cover apprentice training, indicating that the requirement for apprentice training is currently under study.
- f. Annex J - Amend Paragraph 1 to coincide with agreement reached on the personnel classification structure. In respect of this Annex, agreement in principle was clearly stated in respect of the policy enunciated for post graduate training.
- g. Annex M - Amend to conform with agreement reached on personnel classification structure. Delete throughout the Annex parenthetical references to former trade groups.
- h. Annex N - In Table I further study is required in respect of the level of approving authority for promotion to Corporal. While the requirement for achievement of trade Group 4 for promotion to WO2 was questioned in the interim requirements, it was noted that as the formal trade group levels no longer exist, the training provided will reflect the necessary requirement.
- i. Annex R - Amend sub paragraph 2(h) to conform with the statement made in respect of men in Paragraph 2(b) of Annex Q.
- j. Annex S - The policy and principles set forth in Annex S in respect of retirement was specifically agreed in principle. It was also agreed that an early announcement should be made stipulating that existing regulations governing retirement will continue in force for several years and that, with the introduction of new regulations, personnel currently serving will in most cases be able to exercise an option as to whether they will be retired under new or existing regulations.

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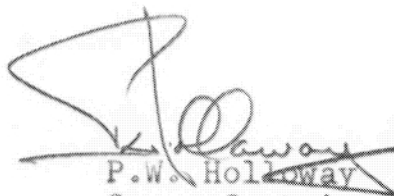
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ITEM IV

DISTRIBUTION OF CDS'S STAFF MEETING PAPERS TO COMMANDS

61. The CDS spoke briefly to this item noting that it had been agreed that CDS Staff Meeting papers would be distributed to commands in accordance with recommendations contained in the supporting data.



P.W. Holloway

Group Captain

Deputy Secretary Defence Staff
(Military Members)

DISTRIBUTION

Minister
Assoc Minister
DM
CDS
VCDS
CTS
CP
CG
CDRB
DC OPS
DC PLANS
DC RES
DGOR
DG PROG
DIS
SecDS
Mil Sec
CDS/CR
DSecDS(MM)

Commander Mobile Command
Commander Maritime Command
Commander Air Defence Command
Commander Air Transport Command
Commander Training Command
Commander Materiel Command
Maritime Commander, Pacific
Commander 4CIBG
Commander 1 Air Division
Commander CDL(S)(W)
Commander CDL(S)(L)
Commander CFCS
DG FALLEX
D HIST

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SUMMARY RECORD OF DISCUSSIONS
OF THE SPECIAL MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 1 NOVEMBER 1966

I UNIFICATION LEGISLATION

1. The CDS, in opening the discussion, noted that it is the government's intention to introduce the legislation to amend the National Defence Act in the very near future. He explained that it was his wish that the Commanders could be fully briefed on the precise terms of the legislation so that they could go back to their commands and brief their personnel. He pointed out, however, that this is not constitutionally possible. The rules of Parliament are such that, apart from the Minister, only the CDS and the Deputy Minister are permitted access to the draft legislation before it is tabled. Consequently, it is intended that this special meeting should provide the Commanders with an outline of the overall policy which will be adopted after passage of the legislation. However, once the legislation has been tabled in the House, the Commanders will be provided not only with its text but also with the text of the Minister's introductory speech and with briefing material so that all concerned in the forces can be apprised of the implications. As a start point in briefing the Commanders, the CDS said he would review the essential elements of the presentation which he proposes to make to the Standing Committee on Defence, which will explain what, in fact, the effects of unification will be.

2. The Commander, Mobile Command asked what the precise procedure would be in dealing with the draft legislation, and what the timing would be for the various steps. It was explained that the Bill would first be tabled by the Minister for first reading at which time it would be released to the public. Following shortly after this, the Bill would receive second reading and this would be accompanied by a speech by the Minister explaining the legislation. While some debate in the House will inevitably follow the second reading, it is anticipated that the Bill will shortly thereafter be referred to the Standing Committee. The Standing Committee will review the legislation in detail and will call witnesses during their process of examination.

AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 4/66

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 9 NOVEMBER 1966

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their commands	<u>Commander</u>
II	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders.	<u>Branch Chiefs</u>
III	<u>Defence Planning Guidance</u> - A briefing on the proposed concept of force planning will be presented. Reference documents were distributed under cover of V2245-7-70 (DSFP) dated 20 Oct 66.	<u>VCDS</u>
IV	<u>Reserves and Survival Briefing</u> - A briefing will be presented for the information of the members on the results of recent studies in respect of the Reserves, and Survival Operations. Supporting data should be available for distribution by approximately 3 Nov 66.	<u>VCDS</u>
V	<u>Date of Next Meeting</u> - The CDS will be in Europe between 4 and 18 Dec 66. An opinion will be sought from the members on the desirability of scheduling a Forces Council Meeting after 18 Dec 66 or, alternatively, of cancelling the regular December meeting.	<u>CDS</u>
VI	<u>Command Annual Reviews</u> - Commander ATC and DC Reserves are scheduled to present their annual reviews to the CDS in January. In addition it has been necessary to defer the reviews by Mobile, Maritime, and Training Commands and 4 CIBG until early 1967. Commander 4 CIBG has requested 2 Feb with 23 Feb as second choice. It is proposed that agreement be reached on suitable dates for Mobile, Maritime and Training Commands.	<u>SEC DS</u>

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3. The CDS then reviewed the essential points which he intends to present to the Standing Committee, including a description of the structure and personnel classification structure of the unified force, and including also the basic arguments in favour of the establishment of a unified force.

4. As an initial comment on the arguments advanced by the CDS in favour of unification, the Commander Mobile Command suggested that too much emphasis is being placed on the possibility of enhanced career opportunities. In the discussion which followed on this particular aspect, the point was made that, while career opportunity in terms of broadened and more challenging scope of employment will be enhanced by unification, career opportunity in terms of progression to higher rank has, in fact, been reduced as a result of downward adjustments to the rank structure. Amendments to the pension act as well as upward revisions of the rank structure will be required before it will be possible to state unequivocally that career opportunities will be better in all respects.

5. The Members then attempted to isolate from the many apparent advantages of unification the one outstanding basic reason. A major advantage which was discussed is the improved management system which results from consolidation of authority in a single Chief of Staff. The CDS said that, while this is true, he is reluctant to make comparisons with the former three service system since such comparisons may easily be interpreted as criticism of the former Chiefs of Staff of the three Services. He emphasized that, in his mind, a major advantage lies in the removal of barriers, as described in his proposed speech, and to illustrate this point he reviewed the proposed personnel classification structure and the flexibility for individual employment inherent in it.

6. Continuing the discussion, the Commander, Air Defence Command suggested that perhaps the main advantage of unification will lie in the capability within the unified force to change or tailor more readily the force structure to meet the requirements of a rapidly changing world and of rapidly changing technology. The CDS took note of the points raised by the Members and agreed that he would take them into consideration in redrafting his presentation.

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7. The Members then discussed at length the overall structural aspects of the unified force. It was noted that it is intended to retain elements within the force that will be designated as Naval, Field and Air Forces. However, it was apparent that considerably more study is required before the composition and organization of these elements can be defined in detail. The question of the continued existence of the Royal Corps was discussed and it was apparent that, in this area also, further study is required before final decisions can be made. Since it was clear that there are many aspects of the overall force structure which cannot, at the moment, be defined in detail, the Commander, Mobile Command suggested that, at the outset, and through a transitional period of adjustment and further planning, it would be better if the present structure of the three Services are left undisturbed. After exhaustive discussion, during which it was agreed in principle that the final structure of the Naval, field and Air Forces within the unified force would follow the pattern suggested in the Minister's Manpower Study - Men, it was agreed that the concurrence of the Minister should be sought for the inclusion in public statements of a paragraph substantially as follows:

"After passage of this Bill, until the Bill is proclaimed, personnel will still remain in their present Service; i.e., Royal Canadian Navy, Canadian Army, or Royal Canadian Air Force. After the Bill has been proclaimed, although there will then be one Service called "The Canadian Armed Forces", there will necessarily be a transitional period during which the detailed reorganization of the present forces can be evolved. As a first step, a single personnel classification structure will be introduced, permitting personnel now serving to be managed and administered in accordance with one common set of regulations. Although a unified personnel management system will thus be introduced immediately, the Naval, Field and Air Forces will continue to exist. That is to say, while the barriers to transfer of personnel between the forces will be removed, personnel now serving will continue to be identified with their former Service, Regiment or Corps until the detail of the force structures within the unified force can be developed as an evolutionary process."

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8. During a break in the discussion, the CDS obtained the approval of the Minister of the concepts expressed in this proposed paragraph. The VCDS then reviewed the more essential features of the presentation which he proposes to make to the Standing Committee on Defence; following which the Members advanced various suggestions on how the presentation might be altered. The VCDS took note of these suggestions and, in addition, it was agreed that certain statements in the VCDS' presentation might more appropriately be incorporated in the presentation to be made by the CDS.

II DISSEMINATION OF INFORMATION RELATIVE TO UNIFICATION

9. The CDS explained that a procedure has been developed which will ensure that all personnel in the forces are fully informed, through military channels, and as expeditiously as possible, in respect of the legislation and of the effects on them of this legislation. He noted that, because of the strict regulations which prohibit the dissemination of essential information before it has been tabled in the House, it will probably not be possible to effect distribution in advance of the various news media; however, every attempt will be made to do this. Consequently, although it had been intended to use the command channel for the dissemination of this information, it now appears that it will be necessary to pass the information directly to unit Commanders.

10. The CDS then explained that the Minister had tabled in the House notice of motion of the Bill and that, as a result of this, a message would be dispatched immediately to the Commanders outlining the sequence of events which would follow. On second reading of the Bill a second message will be dispatched directly to all units which will provide information as a basis for the briefing of all personnel by unit Commanders. This will be followed by a precis of the Minister's speech to the House, by pamphlets and briefing material outlining the personnel policies that will be adopted if the legislation is approved, and of the effect of these policies on serving personnel.

11. A brief discussion followed on the undertakings which had been made to consult with serving personnel in respect of unification. The CDS and the VCDS pointed out that considerable consultation has already taken place in respect of many of the aspects of unification. It was noted, however, that it had not been possible to consult on the specific terms of unification since these terms cannot be made public until after the legislation has been tabled in Parliament. Commander, Mobile Command asked if it would be appropriate for Commanders to ask for comments and

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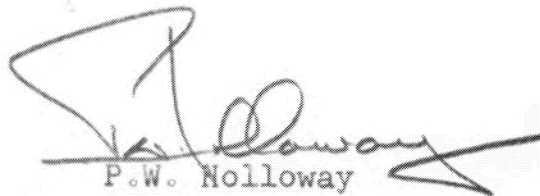
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suggestions in respect of the terms of service in the unified force once these terms have been made public. The CDS agreed that this procedure would be acceptable provided that command channels are used. He noted, however, that there can be no discussion of the principle of unification since this is clearly government policy. Discussion and consultation on terms of service, however, will be welcomed.

12. Concluding the discussion the CDS observed that it had been a worthwhile meeting and he urged that the Commanders impress on all personnel within their commands that, with the coming into force of unification, there will really be no major change in the conditions of service as they affect the individual. Similarly, there will be no immediate change in the present structure of the force. If the Commanders can convey to their troops these essential facts, there should be a minimum of reaction.



P.W. Nolloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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Commander Air Transport Command
Commander Training Command
Commander Materiel Command
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Commander 4CIBG
Commander 1 Air Division
Commander CDL(S) (W)
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AGENDA

FOR EMERGENCY MEETING OF CANADIAN FORCES COUNCIL

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 1 NOVEMBER 1966

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Personnel Structure</u> - CP will provide a briefing on the proposed Personnel Structure for the unified force.	CP
II	<u>Career Progression in the Unified Force</u> CP will provide a briefing on the proposed pattern of career progression in the unified force.	CP
III	<u>Questions and Answers on Matters Affecting Personnel in the Unified Force</u> Briefing by CP	CP
IV	<u>Review of CDS Presentation to the Standing Committee on Defence</u>	CDS

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SUMMARY RECORD OF DISCUSSIONS
OF THE SPECIAL MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 1 NOVEMBER 1966

Canadian Forces Headquarters
Ottawa, Ont. 4 November 66

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lieutenant General LG Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Air Vice Marshal RK Lane	Commander 1 Air Division
	Major General MR Dare	Deputy Chief Reserves
	Air Commodore GG Diamond	Commander Transport Command
	Brigadier EAC Amy	Commander 4 CIBG
	Commodore EN Clarke	Deputy Commander Air Materiel Command
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff (Military Members)

IN ATTENDANCE

Dr. AH Zimmerman	Chairman Defence Research Board
Rear Admiral JA Charles	Commander Maritime Command Pacific
Group Captain RE Mooney	CFCS
Major General BF Macdonald	DCP
Air Commodore GF Jacobsen	DGPR
Colonel LA Bourgeois	DIS
Wing Commander LC Morrison	Information Officer
Mr. RL Raymont	ESO/CDS
Lieutenant Colonel EA Blais	MA/CDS

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SUMMARY RECORD OF DISCUSSIONS
OF THE 4/66 MEETING OF THE CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

AT 0900 HOURS, 9 NOVEMBER 1966

Canadian Forces Headquarters
OTTAWA, Ont. 16 November 1966

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lieutenant General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Lieutenant General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Major General RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Major General MR Dare	Deputy Chief Reserves
	Air Commodore GG Diamond	Commander Air Transport Command
	Air Commodore CHA Thompson	Representing Commander 1 Air Division
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Lieutenant Colonel HS Johnson	(Military Members)

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. AH Zimmerman	Chairman Defence Research Board
	Group Captain RE Mooney	CFCS
	Colonel LA Bourgeois	DIS
	Wing Commander LC Morrison	Information Officer
	Lieutenant Colonel LA Blais	MA/CDS
Item I	Air Commodore RC Weston	DGA
	Air Commodore ED Armour	DGSP
	Commodore DS Boyle	DGPC
	Brigadier KH McKibbin	DGOS
	Commander HR Beck	DCGE
	Wing Commander RJ Mitchell	DC
	Mr. GT Homes	DCGE
	Mr. WJ Howarth	DC
Item IV	Mr. AC Grant	DM/DPROG
	Rear Admiral RW Murdoch	DC PLANS
	Colonel JC Gardner	DSFP
	Group Captain NL Magnusson	DSFP
	Captain RW Cocks	DSFP
	Mr. RL Rayment	ESO/CDS
Item V	Commodore JC Pratt	DG RES
	Lt Colonel JF Prendergast	DSEO

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SUMMARY RECORD OF DISCUSSIONS
OF THE 4/66 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0900 HOURS, 9 NOVEMBER 1966

ITEM I

DEMONSTRATION OF NEW UNIFORM

1. DGA, assisted by members of his staff, and of the staff of DCGE, demonstrated for the Members various options for the new service dress uniform. DGA in his introductory remarks pointed out that there is a need for an early decision on at least a preliminary design in order that uniforms can be produced in time to outfit the Expo Guard and for distribution for user trials. In the discussion which followed the demonstration agreement was reached on a standard design. Agreement was also reached on the method of showing rank for officers, and Warrant Officers. Decision was deferred, however, in respect of cap badges, unit or service badges, and command badges. It was subsequently agreed that the CDS would meet with the Commanders Mobile, Maritime, and Air Defence Command at 1000 hrs on 22 Nov to discuss these matters further.

ITEM II

UNIFICATION

2. The CDS, in introducing this item, explained that the Minister wished that the Commanders review a draft of the speech which he proposes to present to Parliament on second reading of the unification Bill. He noted that this represents an unprecedented step, but that the Minister is most anxious that the factual data contained in the draft speech is correct in all aspects. He stressed the need for security concerning the text of the draft. The Members then reviewed the draft speech and suggested several amendments. These suggestions were noted by DIS who undertook to bring them to the attention of the Minister.

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ITEM III

MANPOWER SITUATION

3. DGPC reviewed in some detail the personnel strength of the forces in relation to the current manpower allocation. He pointed out if it were possible to share the shortages equitably each command would be short of manpower by one in every 14 officers and one in every 13 men. He pointed out, however, that an equitable sharing is not possible at this time because of the need to man such units as 4 CIBG, Air Division, the Battalion in Cyprus and other miscellaneous units elsewhere to as near full strength as possible. In addition, any attempt to equalize personnel shortages between commands over a short term period would result in an inordinately large number of postings. In his presentation he also stressed the need for the establishment of manning priorities so that necessary adjustments could be made in the best interests of the Services.

4. In concluding his presentation DGPC noted that the CP Branch in CFHQ is well aware of the difficulties Commanders have in meeting commitments when they are short of personnel. He asked, therefore, that the Commanders and their staffs advise CFHQ of any particular area where manning is presenting a real obstacle to meeting an assigned task.

5. DR then presented a short briefing on the current recruiting situation noting that from the latest figures available it appears that there may be a reversal of the downward trend. If continued, this newly apparent trend should soon result in a progressive increase in strength rather than the net monthly loss which has been evident over the past few years.

6. In the brief discussion which followed, the Commander Maritime Command noted that a number of recruits who are born outside of Canada are being refused admission to the forces because of the requirement to perform background security investigations. It was agreed that this aspect should be investigated, and that it might prove desirable to seek to change current government regulations concerning background security investigations for personnel recruited into the forces.

ITEM IV

DEFENCE PLANNING GUIDANCE

7. DSFP and members of his staff briefed the Council on Part I of the Defence Planning Guidance and the methods which

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it is proposed to use in the development of Part 2 to determine, in relation to the overall defence objective, the relative importance of specific tasks and capabilities as a basis for resource allocation.

8. In initiating the discussion the CDS suggested that one of the criteria to be used in assessing the relative value of an item of equipment should be its surviveability through the three phases of a war. The Commander Mobile Command suggested, also, that in proceeding with the development of Part 2 of the Planning Guidance the question of a proper mix between Regular and Reserve forces should be taken into consideration.

9. Referring to Section 2 of Part I, the CDS suggested that this section might be expanded to examine how best forces might be applied in any given stage of escalation. He also suggested that this section might include a long term estimate of the influence of political factors, such as the effect on the Federal Republic of Germany of current French attitudes vis-a-vis the NATO Alliance. He recognized that such political estimates would be subject to error, but he suggested that it would be worthwhile to explore them in conjunction with the Department of External Affairs. Speaking also of Part I, the Commander Mobile Command suggested that it is necessary to make certain that this portion of the document represents a good foundation for the development of force structures. He noted, for example, that Part I contains recommendations in respect of force structures which may not remain valid after the detailed studies proposed for Part 2 are completed. The CDS agreed that this might be the case, and he suggested that the Commanders should have the opportunity to review and suggest amendments to this part of the document.

10. Concluding the discussion the CDS noted that, in the opinion of most of the Members, the suggested approach to development of the Planning Guidance paper represents an excellent beginning. While the procedure proposed is not perfect, it will permit planning of force structures in a much more realistic manner than has been the case in the past. Accordingly, the planners will proceed with the development of Part 2 of the Planning Guidance as proposed and in so doing will work with the commands with a view to further refining the planning process.

ITEM V

RESERVES AND SURVIVAL

11. DC RES, introducing this item, noted that the CDS had directed the re-examination of the Reserves, Cadets, and

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Survival Organizations to determine whether or not they are being controlled and carried out in the most effective and economical manner. He noted that the study which had been undertaken had been controlled by three major factors:

- a. There is to be no suggestion of a reorganization of the Reserves;
- b. The Minister is committed to discuss the future roles for the Reserves at the Conference of Defence Associations scheduled for 12 Jan 67;
- c. Every attempt is to be made to provide the Reserves with more meaningful tasks than heretofore.

12. DG RES then briefed the Members on the background of the Suttie, Draper and Hendy studies in respect of the Militia, the RCAF Auxiliary and the RCNR which had been completed just prior to the issue of the White Paper. He explained that in the DC RES study just completed it was now recommended that, for all three functional components of the Reserves, the following common roles be assigned:

- a. Support of the Regular Force by the provision of individuals.
- b. Provision of training and operational forces.
- c. Assistance in maintaining internal security, and to the civil authority.
- d. Assistance in manning national survival elements.

DC RES then explained how the Reserves would function in support of these roles.

13. Turning to Cadets, DG RES pointed out that the aim of the recent study had been to determine the best means to obtain the maximum coordination of the three Cadet organizations while retaining the voluntary support of the agencies supporting the Cadet movements. The DC RES study has indicated, he said, that the training philosophy for the Cadet movement should be common so far as possible while preserving the three distinct environments. Accordingly, the study recommends that the following common aim for the three Cadet organizations be adopted:

"To provide Cadets with a sound knowledge of military fundamentals based on the qualities of leadership, patriotism and good citizenship and to develop in them a high standard of physical fitness, mental alertness and discipline and to promote their interest in the sea, land and air environments."

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14. A member of DSEO staff then outlined the results of the study in respect of survival concepts. Dealing first with the NSAWS he noted that it is proposed to eliminate the three Canadian warning and identification centres in the United States, to make the CWIC at NNR an alternate for the Federal Warning Centre and to eliminate duplication wherever possible. The illustrated method of achieving these objectives will result in a saving of 56 personnel and 205,000 in O&M costs. He then outlined the revised concept for the reporting of nuclear detonation and fallout warning which envisages a simplification of the procedures and the use of DOT and the RCMP and service and civilian aircraft. In respect of post attack survival operations, the conclusion of the study is that DND should assume primarily a management role which, if adopted, will result in major savings, particularly in materiel inventories.

15. Concluding the briefing, DG RES then summarized the conclusions reached in the study in respect of command and control of the Reserves. He suggested that, if the Reserves are to be represented by a senior officer at CFHQ, it is essential that DC RES have a clear system of command and control direct to all components. Accordingly, he suggested that COND should operate at CFHQ through the office of DC RES. He then outlined a reduction in the present district organizations which would lead to a structure approximately as follows:

- a. One District HQ based in Vancouver for the Province of BC;
- b. One District HQ based at Winnipeg covering the prairie provinces and the Territories, with a sub-district mainly for the provincial representation and survival operations in Saskatchewan and Alberta;
- c. One District HQ in Oakville for Ontario, with two or three sub-districts;
- d. One District HQ in Quebec City with a sub-district in Montreal;
- e. One District HQ in Halifax for the Atlantic provinces with one sub-district for NB/PEI and another in NFLD.
- f. The RCAF Auxiliary staff section to remain with HQ Air Transport Command until such time as the squadron roles are reviewed.
- g. And finally a Cadet organization controlled by the Director of Cadets, CFHQ, with local detachments based in the district locations across the country. The environmental requirements will be met at the district level.

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He noted that this revised command structure would result in a saving in the order of 175 personnel in addition to O&M savings.

16. Opening the discussion, the Commander Maritime Command, referring to the proposal to embody COND within the DC RES organization at CFHQ, stated that there is a clear requirement to maintain a Naval presence in the Great Lakes area. DC RES pointed out that the basic aim of the study had been to reduce O&M expenditures and consequently the move of COND to CFHQ had been proposed. The Commander Maritime Command agreed that such a move would be satisfactory provided some provision is made for a Naval representation in the Great Lakes area.

17. Referring to the recommendations on command and control the CDS suggested that, before proceeding to change the command and control arrangements, the results of Exercise FALLEX should be examined. On the coasts, however, he suggested that there might be considerable merit in placing the district commander concerned under the two Maritime Commanders. The Commander Maritime Command agreed that this would be a satisfactory arrangement, particularly in wartime. DC RES pointed out, however, that in his opinion it is essential in peacetime that the district commanders report directly to DC RES. On the other hand, in wartime it might be preferable for all Naval Reservists to come under the Maritime Commanders and all Army Reserves under the Commander Mobile Command.

18. Concluding the discussion on this item, the CDS noted, with approval, the proposals advanced in respect of the NSAWS and suggested it might be feasible to transfer responsibility for this function entirely to Air Defence Command. In respect of the proposal to use aircraft for reporting of nuclear detonations, the Commander ADC pointed out that, in an emergency, the majority of aircraft would be grounded under the SCATANA Plan.

ITEM VI

COMMAND AND CFHQ REPORTS

19. Time did not permit the presentation of reports by Commanders and Branch Chiefs. The Commander Maritime Command, however, reported briefly on the improved capability within his command to localize hostile submarines. The Commander Training Command requested that approval be given to adopting a standard form of salute for the three Services. The CDS, in response to Training Command's suggestion, requested that the question of a standard salute and of standard drill procedures be raised at the next meeting.

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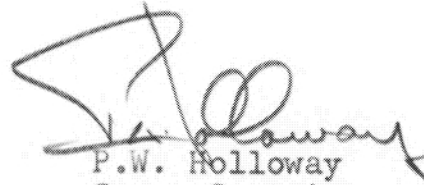
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20. Commander Mobile Command sought permission to publish the tasks assigned to his various units for 1967. In this regard, he pointed out that it is necessary to commence action now to build up to full strength the Queen's Own Rifles if this unit is to be assigned to the ACE Mobile Force role in 1967. After a brief discussion it was agreed that the Queen's Own Rifles could be notified of its assignment to this role.

ITEM VII

DATE OF THE NEXT MEETING

21. After a brief discussion, it was agreed that the next meeting would be held on 1 Dec and that the Materiel Command's Annual Review, previously scheduled for that date, would be deferred until 19 Dec.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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Commander Mobile Command
Commander Maritime Command
Commander Air Defence Command
Commander Air Transport Command
Commander Training Command
Commander Materiel Command
Maritime Commander, Pacific
Commander 4 CIBG
Commander 1 Air Division
Commander CDL(S)(W)
Commander CDL(S)(L)
Commander CFCS
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SUMMARY RECORD OF DISCUSSIONS
OF THE SPECIAL MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 1 NOVEMBER 1966

Canadian Forces Headquarters
Ottawa, Ont. 4 November 66

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lieutenant General LG Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Air Vice Marshal RK Lane	Commander 1 Air Division
	Major General MR Dare	Deputy Chief Reserves
	Air Commodore GG Diamond	Commander Transport Command
	Brigadier EAC Amy	Commander 1 CIBG
	Commodore EN Clarke	Deputy Commander Air Materiel Command
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff (Military Members)

IN ATTENDANCE

Dr. AH Zimmerman	Chairman Defence Research Board
Rear Admiral JA Charles	Commander Maritime Command Pacific
Group Captain RE Mooney	CFCS
Major General BF Macdonald	DCP
Air Commodore GF Jacobsen	DGPR
Colonel LA Bourgeois	DIS
Wing Commander LC Morrison	Information Officer
Mr. RL Rayment	ESO/CDS
Lieutenant Colonel EA Blais	MA/CDS

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SUMMARY RECORD OF DISCUSSIONS
OF THE 5/66 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 1 DECEMBER 1966

Canadian Forces Headquarters
OTTAWA, Ont. 6 December 1966

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Vice Marshal FW Ball	Acting Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lieutenant General LGC Lilley	Chief of Technical Services
	Major General BF Macdonald	Acting Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Lieutenant General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Commodore EN Clarke	Representing Commander Materiel Command
	Air Commodore GG Diamond	Commander Air Transport Command
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Lieutenant Colonel HS Johnson	(Military Members)

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. AH Zimmerman	Chairman Defence Research Board
	Group Captain RE Mooney	CFCS
	Colonel LA Bourgois	DIS
Item I & II	Air Commodore RM Aldwinkle	DG Prog
	Brigadier GH Spencer	DGTR
	Captain ES Baker	DPCP
Item III	Brigadier GH Spencer	DGTR
	Lieutenant Colonel JW Harber	DPER
Item IV	Manor HN Andrews	Training Command

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AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 5/66

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 1 DECEMBER 1966

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their commands.	<u>Commanders</u>
II	CFHQ Progress Reports - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders.	<u>Branch Chiefs</u>
III	<u>National Forces Sports Championships</u> - A proposed policy for the introduction of a National Forces Sports Championship event to be held annually in Ottawa commencing in Sep 67 will be discussed.	<u>CP</u>
IV	<u>Drill and Ceremonial</u> - Commander, Training Command will present proposals aimed at standardizing drill and ceremonial procedures throughout the Forces.	<u>Commander Training Command</u>
V	<u>Briefing on Pan American Games</u> - Commander, Training Command will present a briefing covering the extent of Service involvement in the Pan American Games - 1967.	<u>Commander Training Command</u>

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SUMMARY RECORD OF DISCUSSIONS
OF THE 5/66 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS 1 DECEMBER, 1966

ITEM I

BRIEF REPORTS BY COMMANDERS

Mobile Command

1. The Commander Mobile Command reported that a recent conference had been held with representatives of the US Services, CFHQ and Air Transport Command to discuss plans for Exercise FRONTIER ASSAULT. He noted that planned Canadian participation in this Exercise involves some 450 personnel of the Royal 22nd Regiment, elements of 408 Squadron and a helicopter platoon. He stated that the planning for this Exercise is now well in hand.

2. The Commander then remarked that the recent Defence Council decision to implement the proposed Mobile Command force structure had had a good effect on morale within the Command. The CDS noted that the recent presentation to Defence Council had been well received. He suggested in respect of the equipment program for Mobile Command that CFHQ had much work to do to determine how much of the equipment program could be included in the IDP. He suggested further that it may be necessary to stretch out the program considerably and also to cut some of the less essential items in it. In response to a question regarding the CL84, the Commander Mobile Command stated that he could see no requirement for this aircraft in their program at least until after 1970.

Materiel Command

3. The Chief of Staff, Materiel Command, representing the Commander, reported briefly on completion of studies aimed at consolidating depots and warehouses. He said that specific recommendations evolving from the study would likely be coming forward in mid January. He said further that it is unlikely that it will be possible to make any major changes in the depot posture during 1967.

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Training Command

4. Commander Training Command reported initially on the difficulty his Command is experiencing in obtaining instructors for the School of English. He noted that, while the school is established to train some 345 students, it now has over 500 and expects to have to provide training for 645 students in January. He explained that the problem appears to result from lack of success in negotiating with the Province of Quebec. The Deputy Minister said that he is aware of the problem and that the Associate Minister is attempting to seek a solution in consultation with Provincial authorities. He added, however, that it is unlikely that the problem will be solved quickly.

5. The Commander then noted that of the 24 Colonel positions allotted to his Command, two of these are now filled by Chaplains. While he hastened to say that he is fully in support of the Chaplain service, in view of the stringent need for economy at this rank level he would much prefer to exchange these two positions for other specialties. He then noted the recent posting of an Air Commodore from his headquarters staff to the staff of Maritime Command. This action, he suggested, was somewhat precipitous since, while he had planned to reduce his headquarters by one Brigadier position in the summer of 1967, this had been planned on the clear understanding that the position would be assigned to Camp Borden where, he explained, there is an urgent requirement for an overall Commandant of Brigadier rank.

6. The Commander then spoke briefly of the proposals now receiving active consideration to transfer a major portion of the training function undertaken in CFHQ to Training Command Headquarters. He noted that at the present time there is much duplication between the two headquarters. Referring to the proposals in respect of Reserves and Cadets which had been discussed at the last meeting, the Commander reported that he had been approached by a number of representatives from the Air Cadet movement who appeared to be unhappy with the suggested changes. He cautioned that it might be wise to move slowly in respect of re-adjustments to the Air Cadet organization.

7. The Commander then reported on the apparent success of a visit by the Minister to Rivers during which the Minister had stemmed much of the resistance to a possible closing of that Base. He noted also that further studies are being undertaken in respect of Cornwallis and CFB St Jean.

Commander Canadian Forces Communication System

8. The Commander CFCS reported on the apparent misuse of precedence and the over-classification of messages during FALLEX.

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He noted that during one 24 hour period of the Exercise 296 messages with a precedence of Flash had been handled. The main lesson, he suggested, is that an instructional manual on message writing procedures is badly needed for use in field formations.

DC Reserves

9. DC RES, responding to the remarks of the Commander Training Command, assured the Members that no precipitous action is planned in respect of the Cadet organization. He reported that a meeting with the Air Cadet League and the Navy League is scheduled for 15 Dec at which time the proposals would be discussed fully. He suggested, further, that there appears to be a lack of perception at the Provincial level of the ultimate shape and structure of the unified force.

Air Transport Command

10. The Commander Air Transport Command reported briefly on current operations. He noted that the second phase of the Brigade rotation to Europe had recently been completed, that the Christmas airlift to the Arctic was underway and that the Christmas lift to the Middle and Far East would be commencing shortly.

11. The Commander then reported that at a recent conference of Commanding Officers held at his headquarters, it had been noted that it is becoming increasingly difficult for RCAF officers to obtain new uniforms and even to obtain shirts in the Air Force pattern. He suggested that it is important that a firm date be established for the introduction of the new uniform. In the brief discussion which followed, it was revealed that this is a problem which applies to all Services except that for the Army the problem is less serious since uniform material is stocked by the Maple Leaf Services. CTS said that he would examine the problem with a view to possibly stocking the required material for RCAF uniforms in the supply system.

12. The Commander Air Transport Command then commented on difficulties which are arising out of the recent order which assigns to him responsibility for Communication Flights but does not provide him with the required measure of control over the units concerned. He noted that there are increasing demands being placed on Air Transport facilities and since there are fewer aircraft available to satisfy these requirements it is essential that control of the resources be centralized. Centralization of control would, he pointed out, permit him to deal with requirements in a much more satisfactory manner in that he would have a better chance of providing the proper type of aircraft to satisfy specific requirements. In the brief discussion which followed the CDS agreed with the comments raised by the Commander Air Transport Command and stated that the problem would be re-examined.

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Status report created on this

Air Defence Command

13. The Commander Air Defence Command reported that, as a result of the recent pay increases and of the phasing out of Pagwa and Puntzi Mountain, shortages in the trade of Radar Technician appear to be levelling off.

14. The Commander then noted that there appears to be some delay in the processing of the requirements for the administration building and for housing in North Bay. He pointed out that if the consolidation of ADCHQ and Northern NORAD Headquarters is to be completed on schedule, it is essential that the required construction get underway as quickly as possible. The CDS said that this would be investigated.

See CP says a paper was already for CDS in about 2 weeks

Maritime Command

15. The Commander Maritime Command, noting that 18% of his officers are in the Commissioned from the Ranks category, raised the point that these officers consider that they have been overlooked in the recent pay raise. He then introduced a member of his staff who briefed the Members on the anomalies apparent in the rates of pay for Warrant Officers compared with officers commissioned from the ranks. At the conclusion of the short briefing the CDS stated that he is well aware of the problem and he assured the Commander that a solution would be found in the near future.

16. The Commander then commented in general on the apparent shortcomings in the recruiting system, noting first that, while a number of Wrens had been recruited to meet his requirements, some of these had been diverted to other trades in the PSUs. He then questioned the need for assigning quotas to recruiting centres, suggesting that with the current manpower situation quotas appear to be completely unnecessary. DGTR then explained that the quotas are issued to RCs to serve as a guide only, and that to the best of his knowledge no potential recruits have been turned away as a result of the quota system. The advisability of issuing quotas was then discussed at some length and it was generally agreed that the requirement for them at this time should be re-examined.

17. The Commander Maritime Command then noted that there is apparently some delay being experienced in obtaining a government grant for the Maritime Command Fleet Club. In response the Deputy Minister noted that the question is being considered by Treasury Board at the present time and that it should be cleared in principle in the very near future. He noted, however, that funds for this grant must be included in the estimates and it will not be possible to provide the actual funds until the estimates have been tabled.

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18. The Commander then reported on two incidents involving malicious damage to ships in his command. He noted that in both cases the damage could have had serious consequences. He noted also that an attempt to arrange for the RCMP to investigate the incidents had been unfruitful, and he suggested that it appears inappropriate that the RCMP should refuse to undertake investigations involving government property located within a federal government area. The CDS said that this question would be examined.

*16 Dec. See CP says Halifax has
been asked for details*

CFHQ PROGRESS REPORTS

Comptroller General

19. The CG, in opening his comments, reported that the Canadian Savings Bond drive in the Forces had been most successful in that the Forces had exceeded their quotas of \$13M by an amount of \$6M. He expressed his thanks to the Commanders for their support and requested that they pass these thanks along to the command organizers.

20. The CG then reported that there are three items closely associated with the recent pay readjustment covering travelling allowances, allowances for interim lodging, and movement allowances which are still being considered by Treasury Board. He noted that these allowances were considered to be an integral part of the new pay package and he asked the Deputy Minister if he could take any action to speed the process of Treasury Board approval.

21. He then spoke briefly of the requirement to effect reductions in the civilian personnel strength, noting that a target date of 1 Apr 67 had been established, by which time the reduced ceiling should be reached. He asked, however, if it would not be possible to reach the necessary reductions through normal attrition. After a brief discussion the Deputy Minister agreed that the rundown in civilian personnel strength could be achieved largely through normal attrition. He said that there is no intention to be arbitrary in this respect and hence it is intended to stretch out the period of rundown at least until the end of March 1968. The DM stressed the need, however, to examine closely the requirements for civilian personnel to ensure that unnecessary positions are eliminated. CTS then entered a plea on behalf of Materiel Command, pointing out that it will be three or four years before a single supply system is placed in operation, and he recommended that the rundown of civilian personnel strengths in that command be achieved in phase with the introduction of the single supply system. The CDS supported the comments of CTS.

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Chief of Personnel

22. The Acting CP reported the recent death of a 45 year old officer whilst undergoing the physical efficiency tests described in CFAO 50-1 and CFHQ Instruction P5591-1 of 11 Feb 66. He noted that there is a considerable variance of opinion over the wisdom of the fitness program and the tests, but he suggested that there can be no argument with the requirement for fit servicemen. He asked, therefore, that the Commanders draw the attention of Commanding Officers to CFAO 50-1, stressing that all ranks must recognize that it is essential that they keep themselves in reasonable physical condition otherwise the testing will be dangerous.

23. Acting CP then reported on the program for the academic upgrading of servicemen, pointing out that details of a proposed program are now being disseminated. He said that a study team will be visiting Commands and Bases in the near future, and that the program includes academic, technical and vocational education at the secondary school level plus university level training. In scope the program varies from full time attendance at Universities and schools to on or off base off duty courses and correspondence courses. The aim is to have the program in full operation by September 67. He urged that Commanders give this matter their support.

24. He then invited the attention of the Commanders to a recent CFAO 2-6 concerning the Canadian Forces Advisory Group on the Operational effectiveness of Personnel. He explained that this is a group of civilian scientists plus DRB and service personnel whose mission is to provide advice on the need for research and development studies pertaining to the operational effectiveness of personnel. As examples, he said, there is a group concerned with the habitability of ships. Another project is concerned with the loss of hearing acuity in army personnel due to their frequent exposure to noise such as weapon discharges or the clatter of APCs. In aircrew there is a study of measures of aircrew fatigue and aircraft habitability. He noted that the CFAO outlines the terms of reference of the Advisory Group and invites the submission of problems. He suggested that if the Commanders have a problem, it is hoped to be able to bring the group to study the difficulty under operational conditions at any recommended location. He asked that the Commanders assist in making full use of this research potential.

Chief of Technical Services

25. CTS noted that authority has been obtained from Treasury Board to establish a Modification Review Board for out of production aircraft and associated equipments, with comparable authorities and responsibilities to those now held by the

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Modification Review Board for new aircraft programs. This Board will be under the Chairmanship of Materiel Command and permanent membership will be comprised of Senior Officers from CFHQ, the Deputy Minister's Office, the Department of Defence Production and Materiel Command. Financial Authority delegated to this Board will be \$200,000.00 per Engineering Change Proposal (ECP). The purpose of this Board is to provide an operational, technical and financial screening of all ECPs to ensure that modifications are controlled within available funds and to reject, with the exception of safety of flight modifications, any proposals that do not reflect a real economic or operational requirement. It is expected this Board will be convened by 1 January 1967.

26. He then announced that the Driver Improvement Program introduced by the United States National Safety Council has been adopted for use by the Canadian Forces. It consists of eight one-hour sessions designed to teach licensed drivers the art and techniques of defensive driving so they will be better qualified to cope with modern-day driving. The ultimate aim is to reduce vehicle accidents. Thirty-three officers and NCOs have now completed the DIP Instructor's Course and are qualified to give instruction to drivers of military and privately owned vehicles. Action is being taken to purchase and "Canadianize" the Instructors Kits. It is considered that one kit for each CFB will meet immediate requirements.

27. CTS then noted that the Yukon and Hercules aircraft in the Air Transport fleet are already heavily committed from June to October of next year and that some re-arrangement of their commitments may be necessary. He noted, also, that authority has been obtained to pay from public funds the costs of in transit insurance on movements of household furniture and equipment with effect from 15 Dec 66.

Vice Chief of the Defence Staff

28. The Acting VCDS reported briefly on the status of Part II of the Planning Guidance noting that it is hoped to present a final draft to a CDS Staff Meeting by approximately 21 Dec.

29. In respect of the re-deployment of 1 Air Division, he reported that it now appears more hopeful that we will be able to obtain the use of the base at Lahr, and that negotiations in this regard are continuing. Should these negotiations fail, however, he explained that contingency plans are being developed which would provide either for a third base in Britain or consolidation on two bases in Germany. He anticipated that a firm decision would be available by mid December.

30. The Acting VCDS then introduced DG Programmes who briefed the Members on the IDP. DGP explained that the purpose of the

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Integrated Defence Program is to display all the activities of the Department which are programmed for the next five years, and, thus, to provide a rationale against which resources can be allocated in accordance with the priorities established in Planning Guidance and within the funds which are forecast to be available.

31. The main factors which influence the IDP are: Planning Guidance; the resources (or funds) which are allocated to the Department; and the economy of the country. He noted that the Members were briefed on the development of the Planning Guidance. Without it, he said, the allocation of resources tends to be based on tradition, intuition, or clamour - i.e. we continue doing what we did in the past; we do what we feel should be done; or we give the squeaky wheel the grease.

32. The funds allotted to the Department are determined by a financial ceiling set by the government and only indirectly by our requirements in relation to our commitments and objectives. The ceiling for 1967/68 is \$1613 million and this increases at a rate of 2% annually. The trouble is the economy is inflating at a rate which is greater than this. The net result is we have effectively less purchasing power each year which makes it difficult to program with stability. In addition, full employment tends to increase personnel costs and makes it more difficult to recruit and retain personnel.

33. This year there has been a greater increase in personnel costs than was foreseen (re-engagement bonus, pilot's pay, general pay). As a result, the IDP exceeded the financial ceiling when it was presented to Defence Council in July. Since the first year of the IDP forms the basis of Estimates, a Review Group was appointed under DGAF in an attempt to identify reductions which could be made in the funds required for O&M for 1967/68. The Review Group did identify a number of reductions which could be made, but the Estimates still exceeded the ceiling by a substantial amount. As a result, decisions will have to be made in respect of the Estimates which inevitably will have effects later in the program period.

34. To provide some idea of the magnitude of the problem, he outlined the dollar and manpower situation as the IDP stands today. Using a chart he showed that the military manpower requirements exceed the authorized manpower ceiling of 109,284 over the program period. At the same time, the military strength is below the level required and it is forecast to continue to decrease.

35. The effects of inflation were shown in another chart which showed manpower strength and manpower costs since 1956. It was noted that even though the strength has decreased, the total dollar cost for manpower has increased.

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36. The financial situation was shown on a third chart. Although funds have been included for only the forecast strength, it was noted that the personnel costs continue to rise, and that the IDP exceeds the funds available for the first two years of the program. Although funds appear to be available during later years, slippage from the earlier years and any increase in manpower strength above that forecast will have first call on the unallotted funds. In fact, if the military strength were to rise too near the authorized ceiling by 1970, the IDP would be over-committed by a total of \$300 million over the period to 1972 without making any provision for cost increases in equipment which is already on order, or without making any provision for additional items such as the Mackenzie Class mid-life refit, helicopters for Mobile Command, air defence weapon, tanks, strategic airlift, maritime patrol aircraft, pilot trainer, etc. Thus, the situation is that if we have the personnel we need we may not be able to buy the equipment we need; or, conversely, if we buy the equipment, we may have to plan to operate with a restricted establishment.

37. Concluding his brief, he stated that it is apparent that either additional funds must be made available, or else major decisions will be necessary to bring our programmed operational activities and equipment acquisition into line with the level of funds which has been approved.

38. In reviewing the briefing the Members expressed concern over the financial and personnel problems which appear to be facing the Forces. The CDS pointed out, however, that what had been presented was in fact only a forecast. He suggested that if a real effort is made it should prove possible to recruit the manpower which is required. In respect of the financial ceiling, he pointed out that the maintenance of a fixed ceiling represents, in fact, a reduction in the defence budget as a result of which it will soon be necessary to make a decision either to provide additional funds or to cut commitments. Sensible decisions in this regard can only be made after completion of the Planning Guidance. At this point the Commander Mobile Command suggested that, in some respects, the Planning Guidance document appears to be preconditioned. For example, on the basis of his force structure studies he suggested that he found it difficult to justify maintaining four squadrons of CF5 aircraft. CTS pointed out, also, that unless there is an early decision on the division of expenditure between equipment and O&M we will tend to become committed to more and more equipment programs and will lose any flexibility of decision.

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ITEM III

NATIONAL SPORTS CHAMPIONSHIPS

39. The CDS introduced this item stating that it is his desire to make a start in 1967 to develop a program of sports throughout the Forces which will culminate each year in a championship event to be held in Ottawa. The aim, he said, is to increase participation of all personnel in sports generally and to improve the calibre within the Forces.

40. DGTR then briefed the Members on the proposal as follows:

There is a requirement to establish an annual military event in the National capital, probably at Lansdowne Park where there is a large capacity for spectators. The activity is to take the form of a military tournament or tattoo, during the course of which recognition is to be given to previously declared winners in sports championships and military shooting competitions, and to unit efficiency.

It is also desired to improve the calibre of track and field activities within the Forces. Impetus will be given to this by staging a Forces Track and Field Championship in Ottawa during Centennial Year.

There are two major public military events planned for Ottawa in the summer of 1967: the Fiftieth Anniversary of Military Flying (also Armed Forces Day) at CFB Rockcliffe on 10 June 67, and the Centennial Tattoo at Lansdowne Park from 16 to 19 Aug 67. The timing of the first and nature of the second make it impractical to use these occasions to meet the requirement for recognition of winners before a very large audience. The programmes of these two events encompass a wide range of activities and eliminate the possibility of staging a successful third major public military undertaking in Ottawa during the summer of '67.

However, by holding the Forces Track and Field Championships so that the finals take place the day before the Tattoo opens, use can be made of the resources of the Tattoo contingent to provide a band and guard of honour. Additionally, the Track and Field Championship and the Tattoo can be mutually supporting insofar as publicity is concerned.

The aim, he explained, is to hold a Forces Track and Field Championships in Ottawa on 14 and 15 Aug 67 to be staged at the Laurentian High School track.

He noted that the following events would comprise the 1967 Forces Track and Field Championships:

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100 yard dash	High Jump
220 yard dash	Long Jump
440 yard run	Triple Jump
880 yard run	Pole Vault
One mile run	Javelin Throw
Three mile run	Discus Throw
Mile Medley relay	Shot Put

Elimination, he explained, will be conducted on a zonal basis in accordance with CFAO 50-3. Zone championships will be completed and results reported to CFHQ by 26 Jul 67. Zones will be represented in the Forces Championships by two competitors per individual event. This figure will be subject to increase or decrease according to the standards attained.

To ensure events of good calibre he stated that reasonable standards must be attained and this will require sound training programmes and adequate preliminary competition.

In this regard minimum qualifying objectives will be promulgated by CFHQ. He went on to explain that nineteen officers and men are being provided for the Pan-Am Games in Winnipeg from 22 July to 6 Aug 67, and that this group will form the nucleus of officials for the Forces Track and Field Championships. Subject to the concurrence of Materiel Command he noted that it is proposed that CFB Rockcliffe be responsible for the conduct of the Championships and the associated supporting arrangements. Amplifying Instructions, he said, will be issued by 4 Jan 67.

41. Following the briefing there was a brief discussion on the merits of conducting the eliminations on a zonal basis as opposed to a command basis and it was generally agreed that it would be less difficult to manage on the zonal basis. The CDS reiterated his opening remarks to the effect that the event next year is intended merely to be a start in what it is hoped will become a regular program. He said he recognized that the calibre of events would likely be low at this initial event, however, this should improve in time. On the basis of experience gained he suggested that it might prove desirable to develop a similar event covering winter sports. Finally, he asked the Commanders to give their full support to the program as outlined.

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ITEM IV

DRILL AND CEREMONIAL

42. The Commander Training Command noted that his HQs has received a paper prepared in the office of the Director of Training, laying out the guidelines for the preparation of a Canadian Armed Forces Manual of Drill and Ceremonial. He said that he concurred with the approach described, which, in essence, is that the Director of Training provide a project officer and convene a working group of three Warrant Officers, one from each Service.

43. He went on to say that, with RCAF Central Officers School and HMCS VENTURE now combined, and with a pilot integrated recruit course planned to start in March, there will be a temptation in Training Command to put what could be unfair pressure on this working group for early production of at least a rough draft of Part I of this Manual. The plan calls for:

- a. Part I to cover individual drill with and without rifle up to and including drill at the platoon and company level;
- b. Part II to cover drill formations above company level and ceremonial drill, guards of honour, quarter guards, and massed parades that may be done on an integrated basis; and
- c. Part III to cover environmental drill and protocol, i.e., Trooping the Colour, feu-de-joie, shipboard drill and customs, and Battle of Britain Sunday Parades.

44. He then suggested that the most controversial problem is likely to be the emotional one of the salute, and that if the Council can make a decision about standardization of the salute, remembering that Part III will cater to shipboard drill, regimental quiffs etc., the Council will have removed the main obstacles to the progress of the working group, leaving them with the relatively unemotional items such as the angle and amount of stamping of the feet, the rifle drill, and whether they march in threes or sixes.

45. He further suggested that there is no point, however, in introducing common drill in Training Command establishments until the Armed Forces as a whole are in possession of new drill regulations. Therefore for the sake of the two training programs just mentioned, he urged early consideration, if not immediate decision, on the matter of the salute, and that high priority be placed on the preparation of Part I of the Manual.

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46. After a brief discussion the CDS agreed with the recommendations of the Commander Training Command that, at the level of the Forces Council, decision be made only in respect of the more basic items such as the salute, and the basic type of formation of ceremonial drill. He said, however, that no action should be taken to introduce any changes in drill and ceremonial until after the unification legislation has been passed.

ITEM V

BRIEFING ON PAN AMERICAN GAMES

47. Major Andrews presented a comprehensive briefing covering the background and the extent of commitment in support of the PAN AMERICAN GAMES scheduled to be held in Winnipeg from 22 Jul to 7 Aug 67. The management and supervision of the games and the provision of accommodation to some 3,000 athletes would, he pointed out, involve approximately 1,000 military personnel.

48. He concluded his presentation by pointing out that the importance of the success of the PAN AMERICAN GAMES to Canada cannot be underestimated; especially if we wish to host future international events such as the Olympic Games. Our national pride and prestige is at stake. Although the Games only expose the DND to the public for two weeks, it is recognized that this period is long enough to invite severe criticism if we have miscalculated. On the other hand it is too short for us to redeem ourselves if we make mistakes. We cannot accept anything but the best that our professional forces can give, and must not expose ourselves to criticism that we do not deserve.

49. The CDS thanked the Commander Training Command for the presentation.

ITEM VI

OTHER BUSINESS

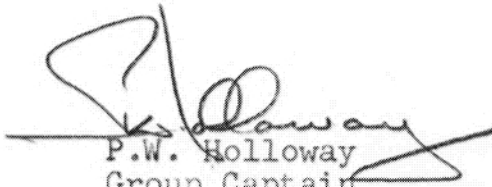
Association of Retired Senior Officers

50. The CDS tabled a paper which suggested that an Association of Retired Senior Officers of the rank of Lieutenant General and above be formed as a means of keeping these personnel advised of trends in defence planning, of gaining their support in matters of public issue, and of retaining their advice and skills. In the

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discussion which followed the concepts of the proposed Association were agreed, but it was generally considered that, at least initially, no formal association be formed. It was suggested by the Deputy Minister that a start might be made by inviting those retired personnel concerned to an annual dinner on an informal basis so that they might be appropriately briefed. The DM noted also that it would be necessary to obtain the agreement of the Minister before such an Association, either formal or informal, is formed.



P.W. Holloway
Group Captain

Deputy Secretary Defence Staff
(Military Members)

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Commander Training Command
Commander Materiel Command
Maritime Commander, Pacific
Commander 4 CIBG
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AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 1/67

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 11 JANUARY 1967

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their commands.	<u>Commanders</u>
II	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders.	<u>Branch Chiefs</u>
III	<u>1967-68 Construction Forecast</u> - CTS will provide a briefing on the proposed 1967-68 construction programme.	<u>CTS</u>
IV	<u>Officer Training</u> - A study is being undertaken of officer training requirements. CP will describe briefly the status of this study. A general discussion of officer training requirements and concepts will follow.	<u>CP</u>
V	<u>Meeting Schedule for 1967</u> - The CDS will review a proposal to convene selected meetings of the Council at Command HQs and will discuss the possibility of holding a special Centennial Meeting of the Forces Council.	<u>CDS</u>
VI	<u>Schedule of Commanders Annual Reviews</u> - Appropriate dates to be selected to complete the 1966 Annual Review Schedule involving Mobile, Maritime, Training and Air Transport Commands.	<u>SEC DS</u>

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ATTACHMENT

ESO	B
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S1180-4120/C18(DSecDS(MM)

MEMORANDUM

23 Jan 66

VCDS
CTS
CP
CG
SecDS

Forces Council Meeting 1/67

1. Attached is the Summary Record of Discussions of the 1/67 meeting of Canadian Forces Council.

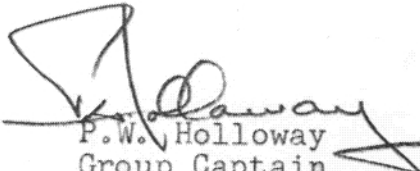
2. The VCDS has requested that Branches, as indicated, take such action as is necessary in respect of the discussion recorded in the following paragraphs:

VCDS - paras 1,12,14,15,26.

CP - paras 2,4,21.

CG - paras 23,27,38.

SecDS - paras 18,44,45


P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

c.c. DC PLANS
DC OPS
DC RES
DGOR
DG PROG
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SUMMARY RECORD OF DISCUSSIONS
OF THE 1/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 11 JANUARY 1967

Canadian Forces Headquarters
OTTAWA, Ont. 20 January 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lieutenant General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Lieutenant General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Major General RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Major General MR Dare	Deputy Chief Reserves
	Air Vice Marshal RJ Lane	Commander 1 Air Division
	Air Commodore RG Diamond	Commander Air Transport Command
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Lieutenant Colonel HS Johnson	(Military Members)

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. AH Zimmerman	Chairman Defence Research Board
	Rear Admiral JA Charles	Commander Maritime Pacific Command
	Major General BF Macdonald	D/CP
	Group Captain RE Mooney	CFCS
	Colonel LA Bourgeois	DIS
	Mr. RL Rayment	ESO/CDS
	Lieutenant Colonel EA Blais	MA/CDS
Item III	Brigadier EW Henselwood	DCCE
	Lieutenant Colonel RE Ashton	DCER
	Lieutenant Colonel JS Waterfield	DCER
Item IV	Brigadier GH Spencer	DGTR

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SUMMARY RECORD OF DISCUSSIONS
OF THE 1/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 11 JANUARY 1967

ITEM I

BRIEF REPORTS BY COMMANDERS

Mobile Command

1. The Commander, Mobile Command outlined briefly the extent of DND participation in Exercise FRONTIER ASSAULT which is to be conducted in Alaska during the period 1-10 Feb 67. He noted that some 450 personnel would be involved including elements of Air Transport Command and that planning for the Exercise is proceeding satisfactorily. He then explained that in cooperation with Maritime Command plans had been drawn up to conduct an amphibious assault exercise involving a company group of the standby battalion using US Marine Corps training grounds in Puerto Rico. While he felt that this would be a most worthwhile exercise, he understood that there may be some political objections on the part of the Department of External Affairs. The VCDS stated that he had no knowledge of any External Affairs opposition but stated that he would investigate this aspect.

2. The Commander then noted that there had been some recent discussion within the defence Staff concerning pilots for rotary wing aircraft and he asked that, before any firm decisions are taken in respect of the training and career employment of helicopter pilots, he be consulted. CP said that his Branch is studying the question but must necessarily await the decision on the helicopter procurement program before the study can be completed. The CDS then mentioned that consideration is being given to employing NCOs as pilots of light helicopters and he stated that a submission from Mobile Command would be welcomed.

3. The Commander reported his intention to visit 4 CIBG in the near future and he questioned the status of the Organization Order assigning control of 4 CIBG to his Command. The CDS stated that the Organization Order had been approved on 10 Jan and he went on to explain that, while the Order might appear to be somewhat restrictive in the assignment of control to Mobile Command this is necessary since the Brigade is under the operational control of SACEUR.

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4. The Commander, noting that there had been no recent discussion within the Council on the progress of unification, stated that personnel within his Command, and in particular Air Force personnel, are demonstrating some concern over the question of identity in the new structure. He noted that the Minister's speech introducing the Bill for second reading seemed to imply a continuation of the corps system. This is disturbing to the airmen who, on proclamation of the Bill, will lose their identity. On the other hand Army personnel in the supporting corps appear to be disturbed at the possibility that their corps structure may disappear.

5. The CDS then spoke of the difficulties in dealing with this complex problem in an arbitrary manner prior to passage of the Bill. He said that, while it is inevitable that the corps as such will disappear and be replaced by some other form of structure, this must necessarily be an evolutionary process. He recognized that there is a particular problem in respect of the RCAF and the RCN which, he suggested, can only be solved through continuing comprehensive study with the assistance of the Commanders concerned. He then noted that the regimental system will continue after unification and he suggested that it might be desirable to create new regiments where none now exist as a means of demonstrating the intention to preserve the essential elements of the corps system. For example, he said, a field engineer regiment might be established in the near future.

6. The Commander, Mobile Command said he fully appreciated the complexity of the problem and the need to move slowly. He suggested, however, that the Minister would undoubtedly be questioned either during debate in the House or in committee and he asked assurance that, should this happen, the Minister's response would be along the lines discussed, i.e. that the question of the corps structure and of identities within the unified force will evolve from experience rather than being arbitrarily decided in advance.

7. In the general discussion which followed it was pointed out that there would inevitably be some lapse of time between passage of the Bill and its proclamation during which some of the details of the structures within the unified force might be worked out. It was felt that if this fact were more generally known it might lessen the feelings of apprehension within the Forces. The Commander, Air Defence Command suggested that the creation of new regiments as proposed by the CDS might have an opposite effect than that desired since it could appear that while the identification problems for the Army are being solved no provision is being made for members of the RCAF or RCN. He suggested that what is required is assurance to the RCAF and the RCN that their service identities will be retained at least

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until the corps system disappears. CP stressed the requirement for evolutionary rather than arbitrary decisions in respect of the structures within the unified force; and he suggested that personnel should be assured that the process will be carefully monitored and properly managed. In support of this statement by CP, the Commander, Air Division said that personnel within his command now appear to have confidence that the structure of the unified force will be developed in a logical and satisfactory manner.

8. Summing up the discussion the CDS said that he would take note of the comments of the Commanders and would pass their views on to the Minister.

Maritime Command

9. The Commander, Maritime Command reviewed briefly the schedule for Exercise MAPLE SPRING. Referring to his comments at previous meetings, he reiterated his concern that recruiting for the Naval Service be given as much priority as possible. Noting that the Restigouche program appears to be slipping, he stated that this would have an adverse effect on his manning situation and consequently the manning guide which he had recently prepared at the request of the Deputy Minister would no longer be valid.

Air Division

10. The Commander, 1 Air Division reviewed in detail the status of negotiations with the Commander, 1er CATAC regarding the proposed assignment of the base at Lahr to 1 Air Division. Noting that his discussions had necessarily been unofficial since the French Foreign Ministry had not as yet been officially advised of the decision to make Lahr available, he reported that negotiations conducted through the past few days led him to be optimistic over the final outcome.

11. He reported that a detailed reconnaissance of the base at Lahr and Bremgarten are now underway. While Bremgarten will be evacuated by the French Air Force by 1 Apr it is apparent that this base will not meet the RCAF requirements. The move of French forces from Lahr, he explained, is dependent upon the completion of construction at Nancy. This may present a problem in timing although, on the optimistic side, it may be possible for the French Air Force to vacate the base by the end of the summer. He explained that detailed planning with the Commander 1er CATAC and his staff is proceeding on a priority basis and, while there are still many unknowns, he felt confident that the outcome would be successful. He said he was very impressed with the cooperation he was getting from the French Air Force. Finally, in respect of the status of Canadian personnel remaining in France, he stressed the need to avoid raising the question through formal channels.

12. As a result of the disruption of normal activities which will take place in Air Division during the coming year, the Commander asked that an extremely tight control be exercised in respect of visits to the Air Division. He pointed out that virtually no accommodation for visitors would be available at Lahr during this period. Anticipating that the press will be interested in the move, he asked also that every effort be made to restrict the number of press visits. The CDS assured the Commander that appropriate steps would be taken to reduce to an absolute minimum the number of visitors. In respect of press visits, DIS undertook to discuss the matter further with the Commander after the meeting.

Air Defence Command

13. The Commander, Air Defence Command, reported that his major concern at the moment is that the housing program at North Bay will not be completed in time for the proposed move of the balance of his Headquarters from Longueuil. He said that he understood that Treasury Board had not yet approved the construction of the first 100 units and that without them he would be unable to go ahead with the move as scheduled. The Deputy Minister and CTS reported that, while they were aware that the program is before Treasury Board, they were unable to forecast when approval might be expected. The Deputy Minister said, however, that he would look into the matter.

14. The Commander mentioned briefly the need for a decision in respect of the development of Val D'Or, noting that the status of this base has been in doubt now for at least two years. The CDS said that the status of Val D'Or would be reviewed shortly by the Defence Staff.

15. Finally, the Commander, noting that a CF104 which had disappeared out of Cold Lake in December had not as yet been found, asked that priority consideration be given to the installation of crash position indicators in the 104s.

Materiel Command

16. The Commander, Materiel Command reported briefly on the progress of the warehouse consolidation program and stated that a proposal would be forwarded to CFHQ within the next few days seeking approval of a streamlined procedure for disposal of surplus material. Subsequently, approval would be sought for a phased plan for the closing down of certain of the depots.

17. The Commander then noted that the reorganization of the logistics side of his command is being undertaken, and that the first phase of this reorganization should commence within the next few weeks. He explained that this reorganization is a long

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term project designed to achieve a complete reorganization coincident with the introduction of the single supply system.

18. The Commander, Materiel Command concluded his remarks by noting that there appeared to be a tendency for CFHQ to issue directives directly to some of his bases, and he asked that when this is done he or at least his Headquarters be informed of the action taken. The CDS assured him that action would be taken to correct this obvious breach of procedures.

Air Transport Command

19. The Commander, Air Transport Command agreed with the remarks of the Commander, Mobile Command concerning Exercise FRONTIER ASSAULT, noting that planning for the Exercise is now complete and that participating elements of his command are fully prepared for the Exercise. Referring to discussion at the last meeting of the Forces Council concerning control of Communications Units, he stated that a solution to the problems described now appears to be well in hand with the possible exception of units on the East Coast.

20. The Commander reported that he is working closely with the staff of 1 Air Division in respect of the establishment of an airhead in Europe. He then noted that as of the end of Feb two of the re-engined Cosmopolitans will have been delivered to 412 Squadron and he commented on the improved service that he would be able to provide with these aircraft. He then reviewed the extensive Christmas airlift operations which his command had undertaken over the previous months, ranging from the delivery of 18,000 lbs to 21 arctic weather stations to deliveries to such places as Tanzania, Ghana, India and Saigon. In respect of the Canadian contingents in Africa and the Middle East and Far East, he said that he was considering a proposal to schedule regular long range training flights to these areas on a regular basis. By so doing he said he would be able to provide much welcomed support to the units concerned which should have an advantageous effect on their morale.

21. The Commander then recalled that he had been authorized to submit a proposal for the adoption of a new Roundel for RCAF aircraft and he displayed a model of a Yukon showing the new Roundel and the Centennial symbol on the tailplane. The CDS agreed to the use of the Centennial symbol and the word "Centennial" throughout 1967. He explained, however, that the proposal in respect of the Roundel is still under study. He then asked CP to set up a committee of Air Force officers to examine the various proposals received in respect of Roundels and to make appropriate recommendations as quickly as possible.

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Training Command

22. The Commander, Training Command reported that there is considerable interest within his command regarding the base consolidation program. There are some six bases within his command which have reason to believe that they might be closed down in the near future, and he requested that he be kept in the picture as much as possible. In this regard, he noted that a letter should reach CFHQ shortly seeking answers on the base consolidation program. He noted that Training Command plans envisage a possible ultimate reduction to six bases at an estimated total construction cost of some \$200M. In his planning, he said, he envisaged the retention of Penhold as a flying training station for Chipmunks and helicopters. Also, he envisaged the establishment on the West Coast of a leadership training school possibly to be located at Royal Roads and/or Work Point Barracks. He then suggested that if assurances can be forthcoming that Air Transport Command will have the capability to move the required number of students from coast to coast his reservations in respect of the retention of Cornwallis will be no longer valid. If Cornwallis is retained in the system he suggested that it may be possible to close out St Jean; although if there is a marked increase in the number of French speaking recruits into the Forces it might be desirable to retain St Jean strictly for the training of French speaking recruits. Also, he suggested that, in view of the pilot shortage facing the Forces in the early 70s, it will not be practicable to close the base at Portage. As a minimum, he said, he would like to know as soon as possible those bases that will remain open through 1967.

23. The CDS then reported that the base consolidation program had been reviewed by Defence Council and that the results of this review would be disseminated in the near future. In the meantime, however, it is most unlikely that any base will be closed in 1967 and improbable that any will be closed in 1968. He agreed that the retention of Cornwallis is desirable and said that an examination would be undertaken of the language training situation in respect of French speaking recruits. With reference to the possible future of St Jean he suggested that it might be possible to move the regimental depot from the Citadel to St Jean and run down the Citadel temporarily. Ultimately, he said, the Citadel might become the home of a Battalion. He asked the Commander, Mobile Command to examine the possibilities of locating a Battalion in the Citadel.

DC RESERVES

24. DC RESERVES reported that his study on the Reserves had been approved in principle by the Defence Council at its 209th Meeting with certain reservations. The Minister had asked assurance that command and control arrangements for the Air Cadets

would be initiated only after reaching agreement with the Air Cadet League. The Minister had also asked that the validity of the requirement to assign Naval Reservists to the control of shipping organization be re-examined; and he has asked that expenditures in respect of the Reserves be kept to a minimum. The next step, he said, is to present the plan to the Conference of Defence Associations which is meeting in Ottawa on the 12-13 January. He expressed his belief that the Defence Associations would support the proposals. Following the meeting of the Defence Associations he announced his intention to undertake a cross country briefing tour with a view to acquainting all Reserve Commanders with the details of the proposals. Assuming that general agreement would be reached, his staff would be undertaking the detailed studies required for implementation and would, in the process, be consulting with the Commanders concerned.

25. As a user of base facilities, DC RESERVES then suggested that it might be appropriate to initiate a job analysis of the various staff positions within the base complexes with a view to achieving an appropriate mix of environmental expertise. In this regard, the CG noted that the new base establishments are being written show that the various positions should be filled by either land, sea or air personnel or as open positions.

26. The Commander, Maritime Command, noting that COND will, under the new plan, move to Ottawa and become a member of the staff of DC RESERVES, stated that he would wish to consult with the Defence Staff on the need to retain a residual Naval element in the Great Lakes area for control of shipping. In response to a question from the Commander Air Transport Command concerning the future of the Air Auxiliary, DC RESERVES explained that determination of the role for the RCAF Auxiliary is being held in abeyance pending definition of the air requirements of Mobile Command.

Canadian Forces Communication System

27. The Commander CFCS reported that during the past months transfers of personnel from commands to the CFCS had been effected to round out his organization. He then thanked the Commanders and the CP Branch for their cooperation which had resulted in a smooth transition. The Commander reported briefly on difficulties which were being experienced, particularly on the East Coast, with the program of reclassification of civilians employed by CFCS. It was noted that a number of communications personnel are being classified as clerks and that this in general tends to be unsatisfactory.

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ITEM II

CFHQ PROGRESS REPORTS

Comptroller General

28. The CG reported on the discussions which had taken place in Defence Council on the subject of base consolidation. He said that the Minister had decreed that no base would be closed in 1967 and it seemed unlikely that any would close in 1968. In any event the Minister had directed that no base would be closed without a most exhaustive study which will include such factors as the geographical relationship to the base in question of training and logistic support facilities. In addition, the Minister had ordered that units will not be moved until adequate facilities are available at the new base. On the other hand, the Minister had directed an immediate examination of DND holdings in the larger urban areas with a view to achieving consolidation in these areas and deriving revenue from the sale of what may be valuable properties. He said that Commanders will be asked to examine their urban holdings with this in mind.

Chief of Personnel

29. CP noted that a recent order had gone out permitting dependents to utilize vacant space on trans-Atlantic flights. The ground rules in respect of this procedure, he said, are flexible and subject to revision. At the moment they are designed to obviate the need for CFHQ to intervene in the assignment of priorities. He said that any suggestions on how the administration of this privilege might be improved would be welcomed.

30. In respect of the move of SHAPE and the Headquarters in Fontainebleau, he advised that a personnel management team is being located in Paris to assist in the various problems that may arise. Subsequently, this group would be available to assist with the re-location of 1 Air Division should this be necessary.

31. CP then noted that 530 applications had been received from serving members of the three Forces to enroll in pilot training. Of these some 300 had been selected as eligible and approximately 200 would be accepted into the training scheme during the coming year. In this regard the Commander, Maritime Command and the Commander Air Division expressed concern at the possible loss of radio navigators. CP assured them, however, that this possibility was being monitored closely.

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32. Finally, CP stated that a survey is about to be initiated to determine the extent of misemployment of personnel at bases and units and to attempt to determine the reasons for such misemployment. He said that it is recognized that there is often a need to employ personnel in duties other than that for which they are trained and, while there is no intention at the moment of stopping this practice, it is essential to find out how many people are misemployed and to explore the basic reasons behind misemployment. He then asked the personal cooperation of the Commanders in the conduct of this survey.

Chief of Technical Services

33. CTS stated that he had nothing of general interest to report at this time.

Vice Chief of the Defence Staff

34. The VCDS said that the item of greatest concern to him at the moment is the situation that exists in respect of the budget and its relationship to the manpower ceiling. He noted that the Departmental budget is allowed to escalate at the rate of only 2% per year and that a firm policy to expend from 20 to 25% of this budget on capital equipment programs does not permit maintenance of the authorized manpower ceiling of 109,000. As a result it is inevitable that the manpower strength of the Forces must decline. He hoped, he said, to bring this situation to a head in the near future and to obtain some firm direction on how best to proceed with the development of the IDP. The CDS then said that it is inevitable that the manpower shortage will continue to be felt throughout the Forces and that, as a result of the budgetary limitations, it may in fact be necessary to curtail recruiting. This situation, he suggested, may obtain for the next one or two years but it must be completely understood that these personnel shortages are in no way attributable to unification. He said that, provided there is no increase forthcoming in the defence budget, he will probably establish a new manpower ceiling in the near future. In addition, he said that manning priorities will be established and he noted that it will be his intention to assign a high priority to the manning of ships.

35. A brief general discussion followed during which the Deputy Minister pointed out that a slight increase in the budget is being sought for 1967-68. The Commander, Maritime Command emphasized that it is vital to maintain a flow of recruits into the Navy since any lag in the recruitment of personnel to go to sea will have serious long term effects. The Commander, Mobile Command suggested that, as a means of saving manpower, units within his command could undertake a relatively large share of

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recruit training which might permit the closing down of regimental depots and a reduction in the planned staff requirements of Training Command. At this point the VCDS pointed out that to undertake recruit training within units of the land forces will inevitably compromise operational readiness. It was generally agreed, however, that this is a possibility which should be examined for short term application.

ITEM III

1967-68 CONSTRUCTION FORECAST

36. DCCE reviewed the construction programme now contained in the IDP by giving a resume on how the construction portion is formulated, an overall look at the present programme, the programmes by Commands, special items in the programme, and a review of the major maintenance problems. In concluding DCCE made the following summary of the overall construction programme:

- a. Lead time (for a construction item) is two to five years.
- b. There is spare capacity in the next five years (because of the lack of approved programmes) but decisions are needed now to make use of it.
- c. At the present level of funding, even at full capacity, all requirements cannot be satisfied and priorities must be established.
- d. Operation and maintenance costs are liable to go up despite all efforts, and this at the expense of the capital programme.

37. A discussion followed on the relationship between the construction programme and the Base Consolidation Study and difficulties the Commands had in putting forward firm construction requirements before the results of the Base Consolidation Study are available to them. The involvement of two or more Commands in the units assigned to one Base was aired as a factor which presented additional complications.

38. The CDS said he recognized the difficulties involved, stated that Commands would be advised of the classification of bases as soon as possible, and

- a. Requested that Commands examine DND property not affected by the Base Consolidation Study and put forward disposal plans where appropriate.

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- b. Stated that until additional information is available to Commands they should deal with those elements of consolidation and construction that can be handled on the basis of existing information.
- c. Requested that Commands, having mutual interests involving the future of bases, units or facilities, get together and co-sponsor appropriate recommendations or plans made to CFHQ. In this vein, Mobile and Training Commands should get together on the Combat Arms School and make recommendations to CFHQ for decision.
- d. Major projects which presented problems which were difficult to resolve in the Commands should be discussed at Canadian Forces Council Meetings.

ITEM IV

OFFICER TRAINING

39. CP introduced this item by outlining the plans for officer training as follows:

- a. The Maritime Warfare School is to remain, with the training content altered as necessary to meet future requirements.
- b. The Army Staff College is to remain in its present form for at least two more years.
- c. The Armed Forces College and NDC will likely be combined by about 1970.
- d. The Training Staff at CFHQ and its relationship with Training Command is being examined and a reorganization will take place giving greater responsibility to Training Command.

40. He then introduced DGTR who briefed on current plans for academic upgrading including the University Program for officer production for both the Regular Force and the Reserves. He stated the objective as being "to facilitate academic upgrading so that, through programmes of either off-duty or full-time study or a combination of the two, a serviceman with aptitude may attain matriculation or university standing or technical or vocational training to improve his competence in his career field or to assist in preparation for another trade".

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ITEM V

CANADIAN FORCES COUNCIL - LOCATION OF MEETINGS

43. The CDS introduced this item explaining that it is proposed to hold a number of Forces Council meetings during the year at Command Headquarters and he suggested that this might occur every second month. CP pointed out the need to maintain an elastic schedule for such meetings due to the heavy commitments for Commanders and Branch Chiefs during Centennial Year.

44. A brief discussion followed during which it was pointed out that little value would accrue from holding meetings at Command Headquarters unless it is possible to extend the normal time of meetings to involve at least one overnight stop. In view of this the CDS suggested that it would then probably be necessary to limit the number of meetings held outside CFHQ to approximately two per year. It was generally agreed that the proposal required further consideration and it was left to the Commanders to make recommendations as appropriate for the convening of Forces Council meetings at their Command Headquarters.

45. The CDS also suggested that it would be appropriate to hold a Centennial Meeting of the Forces Council in Ottawa during 1967 on which occasion some expansion of the agenda might be arranged. He suggested that such a meeting could be arranged to coincide with such special events as the sports day and/or the Tattoo, and he asked the Members to consider this possibility and forward their suggestions.

46. The CDS then noted that the Chairman DRB would be retiring shortly and he expressed his desire to host a dinner for Dr Zimmerman on the occasion of his retirement. After a brief discussion during which the Chairman DRB thanked the CDS for his invitation it was agreed that a dinner in honour of the retirement of the CDRB would be held in conjunction with the meeting scheduled for 8 Mar 67.

47. It was agreed that the next meeting of the Forces Council will be held on 22 Feb 67.

ITEM VI

SCHEDULE OF COMMANDERS' ANNUAL REVIEWS

48. After a brief discussion, the following dates were selected for these outstanding 1966 Annual Reviews which have not yet been scheduled:

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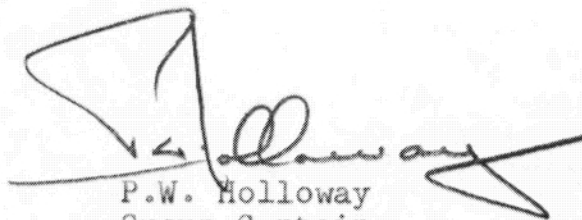
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Air Transport Command - 23 Feb 67
Maritime Command - 9 Mar 67
Mobile Command - 31 Mar 67 (to be held
at HQ Mobile Command)



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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Commander Maritime Command
Commander Air Defence Command
Commander Air Transport Command
Commander Training Command
Commander Materiel Command
Maritime Commander, Pacific
Commander 4CIBG
Commander 1 Air Division
Commander CDL(S)(W)
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SUMMARY RECORD OF DISCUSSIONS
OF THE 2/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 22 FEBRUARY 1967

Canadian Forces Headquarters
OTTAWA, Ont. 6 March 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lt General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Colonel RE Hogarth	Acting Secretary Defence Staff
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JA Charles	Commander Maritime Command Pacific
	Major General RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Air Commodore GG Diamond	Commander Air Transport Command
	Commodore JC Pratt	Representing Deputy Chief Reserves
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Lt Colonel LV Cushing	(Military Members)

IN ATTENDANCE

	Dr. AH Zimmerman	Chairman Defence Research Board
	Group Captain RE Mooney	Commander CFCS
	Colonel LA Bourgeois	DIS
	Mr RL Raymont	ESO/CDS
	Lt Colonel EA Blais	MA/CDS
Item II & III	Rear Admiral HG Burchell	DC LOGS
Item III	Air Commodore ED Armour	DGSP
	Captain RC Willis	DSUPP
	Colonel R Ralph	DSUPP
	Commander JB Tucker	DSUPP

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SUMMARY RECORD OF DISCUSSIONS
OF THE 2/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 22 FEBRUARY 1967

1. The CDS in opening the meeting noted that CDRB had received a letter from the US authorities concerned with Project AGILE (Counter Insurgency) suggesting that the briefing be presented to the Defence Staff in April. After a brief discussion it was agreed to schedule the presentation for the morning of Wednesday, 26 April and to schedule the April Forces Council Meeting for the afternoon of that date.

ITEM I

BRIEF REPORTS BY COMMANDERS

Maritime Command

2. The Commander, Maritime Command Pacific, representing Commander, Maritime Command, reported that Exercise MAPLE SPRING is progressing on schedule. He noted that the US Carrier Essex had run aground and that this had required a minor adjustment to the program. He noted also that during the Exercise, trials had been conducted of shore bombardment and that this had successfully demonstrated the ability of the ships concerned to engage in this form of support for the land operations.

3. A meeting will shortly be held at Comox to consider the move of Neptune aircraft to Summerside and Argus aircraft to the West Coast. The location of Argus aircraft on the West Coast will permit a larger area of operations to be covered and also ease the problem of supply for the Neptune which would then be concentrated at Summerside.

Air Defence Command

4. The Commander, Air Defence Command reported that a SLOW TIME Exercise was held during February involving the participation of SAC jamming aircraft. While the jamming techniques used by SAC had been largely successful in interfering with interceptions, a number of lessons had been learned which should result in a better capability to operate in an ECM environment.

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5. The Commander then stressed the importance to Air Defence Command of knowing the ultimate location of the CF-5 squadrons. He pointed out that until this information is available, air-field development activities will be retarded. In addition, he pointed out that an early decision is needed if it is intended to move the EWU from St. Hubert.

6. The personnel situation in Air Defence Command remains reasonably steady with a re-engagement rate of less than 50% insofar as Radar Technicians are concerned, but the re-engagement rate for the remainder of the Command is approximately 80%. Radar Technicians are in short supply but the situation is not critical and normal activities can continue. A forecast of the personnel situation for 1968 indicates that due to the retirement of older members, there will be a shortage of experienced personnel in the Senior technical ranks. The void created by the departure of these personnel will be filled by younger and consequently relatively inexperienced technicians.

7. The Commander, Air Defence Command reported that the move of ADCHQ to North Bay was behind schedule because of the shortage of adequate accommodation in North Bay. It is expected that the final elements of ADCHQ will not move to North Bay until the summer of 1968 at which time it is assumed that accommodation will be available.

Air Transport Command

8. The Commander, Air Transport Command reported that the airlift in support of Exercise FRONTIER ASSAULT proceeded satisfactorily and that both troops and cargo vehicles were moved smoothly. Air Transport Command also moved elements of the QOR of C, RCHA and 3 Field Squadron to Nanaimo for participation in Exercise WHITE BEAR.

DC RESERVES

9. DG RESERVES, representing DC RESERVES, reported that the schedule of briefings acquainting all Reserve organizations with the details of the proposed Reserves plan had been completed and that the reaction to the new plan had been most favourable. He noted that the new organization would require accommodation and establishment changes. The proposed changes would be discussed with the Comptroller General by 1 April and the actual requirements established shortly thereafter. DG RES noted that two members of the Comptroller General Branch were included in the briefing team.

10. The ^{TASKING}/~~location~~ of Ready Reserve units is under study, however, no decision has as yet been reached and the question will be discussed with representatives of Mobile Command on 1 March.

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11. The CDS asked if unused equipment was being withdrawn from Armouries or storage area and re-allocated and issued to Ready Reserve units. The DG RES said this ^{would} ~~was~~ being done, ^{HOWEVER TO DATE NO} ~~UNITS HAVE BEEN TASKED FOR THE READY RESERVE.~~

12. The CDS then noted that the new programme for the Reserves is resulting in considerable enthusiasm. Phase 2 of the programme, he explained, will involve the Reserves in the task of administering themselves. In this regard a pilot plan is being developed which will require a few selected units to undertake the self administration task. All elements of the Reserves appeared anxious to participate in this Phase which can possibly begin during the fiscal year 1968 and he noted that its introduction could result in considerable savings.

13. The Commander, ATC invited attention to the fact that, while G/C Draper is the chief spokesman for the Auxiliaries and represents the Auxiliary at the Conference of Defence Associations, he does not report to the Commander ATC. He suggested that this is an unsatisfactory situation since the Commander ATC is responsible for the activities of the Auxiliary. He also explained that there is considerable concern being expressed within the units of the Auxiliary at the lack of a precise redefinition of their role. Since they have lost their Expeditor aircraft they are most anxious to determine what their new role is likely to be. The CDS noted that the Auxiliary had been treated differently from the other Reserves but he reiterated the belief that they represent a truly worthwhile element of the Forces. A new role for them should be worked out during the next four months and that this should result in relieving the Commander ATC of some of the responsibility for the Auxiliary.

Canadian Forces Communication System

14. The Commander, CFCS recalled that he had reported previously on the lack of a message writing instruction. He explained that this deficiency had now been remedied and CFP 121 Vol 3, Chapter 4 contains the instructions required to standardize and clarify procedures. He urged that Commanders personally stress to their staffs the importance of these new instructions.

15. The Commander observed that favourable reaction and comments have been generated by allowing dependents to use RCAF transport when space is available. He then reported that he had received five redresses of grievance which resulted when personnel with junior trade qualifications and service were promoted before those senior to them. The individuals who submitted redresses were not vindictive, however, they felt that the present system was unjust and requested that a common promotional policy be adopted.

16. A general discussion followed. Differences in present promotion standards, i.e. the Army junior NCO course, difficulties

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presented by specialists particularly RCAF, the erroneous impression of unequal promotions created by the present method of publishing service promotion lists in Canadian Forces Supplementary Orders, the problems presented by 5B Cpls, promotional standards for integrated trades, and associated questions were examined.

17. The CDS and the Branch Chiefs explained that, while a common promotion policy has been developed, at least in general terms, it is not possible to introduce it at this time. It was pointed out that, in view of the fact that the unification legislation is now being discussed by Parliament and since the introduction of common policies would appear to pre-judge passage of the Bill, final introduction of new policies must await passage of the Bill.

18. The CDS also explained that passage of the Unification Bill would not provide an immediate answer to the many difficulties which now face us. Anomalies, contradictions and inequalities must be studied and equitable solutions produced. It must be realized that this process, though lengthy, will result in a truly integrated force.

19. The Commander, Mobile Command said it would be difficult to convince the majority of personnel that such a vital action as establishment of common promotion policies had to await passage of the legislation. He suggested that perhaps it might be desirable if CP were to explain to the Forces in general that Air Force personnel, because of the specialized nature of their duties and training, had almost invariably received more pay than Army personnel, while on the other hand, the pay of Army personnel has been directly associated with rank. Therefore, while it may appear at the moment that the Army is being favoured in promotion, this does not actually represent an inequality of treatment.

20. In this vein the Commander, Training Command, supported by the Commander, Air Transport Command, stated that there appeared to be strong feelings amongst Air Force personnel who are concerned that the pay level 5B Cpl position is applied only to the Army. This was discussed at considerable length and during the discussion it was pointed out that the qualifying criteria for the 5B Cpl rank, as it is currently written, applies only to the field force. The difficulty of identifying personnel in the Air Force and the Navy who might qualify for this pay level was emphasized. It was generally agreed, however, that the question should be studied and the criteria revised as necessary to provide for application of this rank/pay level to the Air Force and the Navy. The CDS asked CP to discuss a revision of the possible criteria with him.

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Training Command

21. The Commander, Training Command explained that senior staffs at all levels are taking on tasks and making decisions which are rightfully under the purview of Training Command. Examples are:

- a. A study now being conducted, not by Training Command, to determine the optimum training organization for police and security personnel.
- b. The formation of a management and logistics staff course now under discussion.
- c. Discussions on the scope of the Canadian Forces Staff College and the Canadian Army Staff College.
- d. Cross training of supply technicians in the new supply system.

22. The Commander pointed out that if unification and the functional command system is to be effective Training Command must be permitted to carry out the terms of reference assigned to it and be responsible for individual training. He requested that Training Command Organization Order 5.1 be drawn to the attention of senior staffs and that Training Command be consulted and utilized before any programme involving individual training is started. Further, as Training Command's main purpose is to satisfy the user commands, he suggested that active and direct liaison should be encouraged to satisfy this aim. To achieve this he said that a training conference should be convened at an appropriate early occasion where the whole question of training methods could be discussed between the Commanders and the Commander, Training Command and his staff. As an example of the type of question which should be examined at such a conference, the CDS suggested that it might prove possible to close out the regimental depots and rather than assigning the training task of the depots to Training Command, assigning them to the battalions. This, he suggested, could result in considerable economy.

23. Commander Training Command reviewed the progress being made in the interchange of correspondence between CFHQ and his Command concerning Base and Unit consolidation. He noted that only four of Training Command's bases are now annotated as "A" bases (permanent). This left eight bases in a state of limbo. He urged that an early decision be made, and agreed to forward supporting data to CFHQ within ten days. He pointed out that the major recommendations being considered by TCHQ are:

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- a. CFB Cornwallis to become an "A" base and the main recruit Training Depot for all English speaking recruits.
- b. CFB St Jean to be the Recruit and Language training base for all French speaking Canadians.
- c. CFB Borden to become an "A" Base.
- d. All Regimental depots to be closed or used for other purposes.
- e. In view of an increase in the use of Chipmunk aircraft in the pilot training scheme for the RCN and RCAF, the Primary Flying School (PFS) should be moved to CFB Penhold in the late summer of 1967.

24. The CDS explained that many facets of individual training must, during this formative stage at least, be controlled by CFHQ. This includes the selection of personnel and allocation to career pyramids, the organization and possible location of some training establishments, and questions such as abandoning Regimental depots with responsibility for recruit training being vested in units. These activities and studies, though controlled by CFHQ, must be solved in conjunction with TC. For example, the policy for integration, standardization and training of police and security personnel presents a serious problem. As an adequate unified policy could most efficiently be established only at CFHQ level, DGI, the expert in such matters, was charged with the task of establishing Terms of Reference and of establishing not so much the scope of training required by these specialists but the career structure for them. The Terms of Reference and details of required training will be passed to Training Command for the actual training process.

25. The CDS discussed problems associated with Staff training and pointed out present inter service differences. He stated that the problem must be examined and the most economical and efficient solution produced.

Mobile Command

26. Commander, Mobile Command reported that the joint amphibious exercise with the RCN is now underway and a Company group of the Canadian Guards are at Vicques Island. This exercise has provided a definite boost to morale. He noted also that joint discussions with Maritime Command are now in progress to develop loading tables and common operating procedures in connection with sealift of land forces.

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27. The Commander reported that the results of Exercise FRONTIER ASSAULT were not really beneficial to the Canadian Forces. The Exercise was not a truly joint project, it was, in fact, a United States Army exercise and Mobile Command was invited to send troops with 408 Squadron participating. The exercise was awarded low priority for U.S. forces because of Viet Nam implications. The U.S. troops participating were basically recruits and the tempo of the exercise was slow. The present forecast is that there will be no similar exercise next year. Canadian medical resources proved to be effective and survival under Arctic conditions presented no problems to Canadian Forces.

28. The Commander Mobile Command then gave a brief report on his recent trip to Europe. Morale in 4 CIBG is suffering and this is due to circumstances beyond local control. The main sources of discontent are:

- a. Units feel that they are not professionally sound. The combination of too many people employed on garrison duties and establishment ceilings result in unrealistic manpower levels within the fighting units.
- b. Life for the single man is on a second class level. The barracks were originally designed for men on a one year unaccompanied posting, and though austere are adequate for that purpose. The soldiers now occupying these barracks are charged rental and are posted to Germany for three years.

The barracks should be renovated, cubicles constructed, canteen improvements made and assistance provided to the single men while on leave.

- c. A feeling exists that insufficient funds from the ACF are spent in Europe and that ACF assistance could be much more effective.

29. He noted that he had attended Exercise UNISON while in Britain and that, in his opinion, a review of Canadian participation in this exercise should be undertaken.

30. The Commander, Mobile Command noted that the annual review of construction projects is carried out without representation from the field Commands. As priorities are not indicated clearly in Command submissions, representatives should be present at the conference or review to ensure that top priority projects are recognized. The Commander remarked that this policy applies to the entire system of review of the IDP and that he had used construction only as an example. He noted that studies concerning

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the air component structure of Mobile Command have been completed and the proposal is now ready for presentation to Defence Council. He noted that the Annual Review of Mobile Command will be held on 31 March at HQ Mobile Command. He extended an invitation to Members of the Defence Staff to a mixed buffet which will be held on Thursday night, 30 March.

31. The CDS referred to a statement which appeared in the press concerning winter equipment used on Exercise FRONTIER ASSAULT. He requested that this be looked into as the statement lacked taste, in that military personnel should not make public statements about equipment that was experimental and under evaluation.

32. The CDS asked if studies with Maritime Command personnel had considered the possibility of storing reserves of equipment on both the East and West Coast to speed up operations. He was assured that this had been done.

Materiel Command

33. The Commander MATCOM noted that approval for the rapid inventory disposal programme has been received from CTS. An outline plan will be submitted shortly indicating locations where warehouses are required and where amalgamation of others can take place. An outline of the plan tentatively envisaged the retention of warehouses at Halifax, Montreal, Downsview, Edmonton and Esquimalt and possibly London, Ontario for at least five years. The following warehouses could be closed:

Cobourg - late 1968/early 1969

Naval Supply Depot Montreal - early 1968.

It was emphasized that these dates are not definite but represent a planning figure.

34. The Chief of the Defence Staff discussed the problem confronting Canadian Forces Organization and units located in large centres of population. These groups are confronted with high cost of living, poll taxes in certain Provinces, and have little effect on the economy of the city concerned. As a general rule it would seem desirable to locate units in smaller centres where the impact on the local economy is greater and the service organization held in higher esteem.

ITEM II

BRIEFING BY BRANCH CHIEFS

Chief of Technical Services

35. CTS reported that 100 married quarters for North Bay have

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membership of undergraduates in the Reserves, such as the UNTD was before integration, will be made.

43. He reported that a new Drill Manual is nearing completion and will be issued to TC for trial by the end of March.

44. He noted that the upward trend in recruiting has continued through January 1967 and that applications for aircrew selection have increased. On the other hand difficulties remain in meeting quotas for Wrens, and airwomen.

45. CP then reported that Defence Council has recently approved a proposal to establish awards for bravery and meritorious service. The awards consist of two types: a cross for bravery and a merit medal consisting of five orders. The proposal is being submitted to a Cabinet Committee for approval. A briefing will be arranged for the next meeting of the Canadian Forces Council. He noted that the Canadian Forces have committed 258 officers and 2700 men for participation in centennial projects in 1967. This does not include personnel who will participate in local activities.

Comptroller General

46. The Comptroller General reported that the submission for travel allowance, interim lodging and meals has been reviewed by TB and that it is understood that the following have been approved:

Travel allowances - actual and reasonable expenses for accommodation. \$6.00 per day meal allowance, effective 1 Jan 67.

Moving grants - \$200 for the move of member and DF&E. A scaled down sum for the move of mobile homes and for the move of dependents only. This sum includes costs for connecting and disconnecting appliances - effective 1 Feb 67.

Interim lodging and meals - new rates approved in principle to be effective 1 Jan 68.

Vice Chief of the Defence Staff

47. The VCDS gave a brief resume of the activities of the Standing Committee on Defence.

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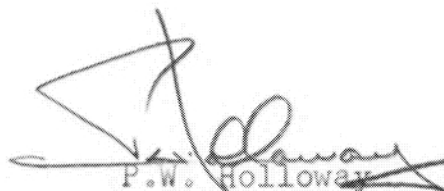
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ITEM III

DEVIL PROGRAM

48. DC LOGS and a team of officers gave a comprehensive briefing on the DEVIL program. This was followed by a short discussion and question period.

49. The CDS expressed his approval of the system proposed and directed that its establishment be given first priority by all Commanders. He further requested that DC LOGS and his briefing team visit all bases and repeat the briefing to the maximum number of personnel.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

DISTRIBUTION

Minister	Commander Mobile Command
Assoc Minister	Commander Maritime Command
DM	Commander Air Defence Command
CDS	Commander Air Transport Command
VCDS	Commander Training Command
CTS	Commander Materiel Command
CP	Maritime Commander, Pacific
CG	Commander 4CIBG
CDRB	Commander 1 Air Division
DC OPS	Commander CDL(S)(W)
DC PLANS	Commander CDL(S)(L)
DC RES	Commander CFCS
DGOR	DG FALLEX
DG PROG	D HIST
DIS	
SecDS	
Mil Sec	
CDS/CR	
DSecDS(MM)	

AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 3/67

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 16 MARCH 1967

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Film on New Uniform</u>	<u>DIS</u>
II	<u>Brief Report by each Commander - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their commands.</u>	<u>Commanders</u>
III	<u>CFHQ Progress Reports - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders.</u>	<u>Branch Chiefs</u>
IV	<u>Briefing on the Proposal for Canadian Honours And Awards</u> (No supporting data)	<u>CP</u>
V	<u>Allocation of Married Quarters - Briefing</u> (No supporting data)	<u>CP</u>
VI	<u>Statement on Organization</u>	<u>CDS</u>
VII	<u>Other Business</u>	

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SUMMARY RECORD OF DISCUSSIONS
OF THE 3/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 16 MARCH 1967

Canadian Forces Headquarters
 OTTAWA, Ont. 22 March 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp Lt General LGC Lilley Air Marshal EM Reyno Air Vice Marshal GS Austin Rear Admiral D McLure Rear Admiral JC O'Brien Maj Gen RP Rothschild Brigadier AJ Tedlie Air Vice Marshal ME Pollard Commodore JC Pratt Air Commodore AC Hull	Vice Chief of the Defence Staff Chief of Technical Services Chief of Personnel Representing Comptroller General Rep Commander Mobile Command Commander Maritime Command Commander Materiel Command Rep Commander Training Command Commander Air Defence Command Rep Deputy Chief Reserves Commander Air Transport Command
Secretary:	Group Captain PW Holloway Lt Colonel LV Cushing	Deputy Secretary Defence Staff (Military Members)

IN ATTENDANCE

	Mr. EB Armstrong Dr. RJ Uffen Group Captain RE Mooney Colonel LA Bourgeois Lt Colonel EA Blais	Deputy Minister of National Defence Chairman Defence Research Board Commander CFCS DIS MA/CDS
Item IV	Lt Colonel NA Buckingham Captain N Solomon	DC A/DGA
Item V	Captain N Solomon Group Captain EM Butcher Wing Comdr KG Barker	A/DGA DSCW DSCW

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SUMMARY RECORD OF DISCUSSIONS
OF THE 3/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 16 MARCH 1967

1. CDS opened the meeting and extended a welcome to Dr. Uffen, CDRB and Air Commodore Hull, Commander Air Transport Command, both of whom were attending the Forces Council Meeting for the first time in their appointments of Chairman DRB and Commander ATC respectively.

ITEM I

FILM OF NEW UNIFORM

2. DIS presented a film which has been produced to introduce the new Service Dress uniform to both military personnel and civilians. After viewing the film DIS told the Members that details of the uniform would be released to the public on 21 Apr.

3. CDS remarked that a Command identification badge or flash would be worn suspended from a breast button as opposed to being sewn on the sleeve as is the present practice. He also told the Members that it was proposed to retain present mess kits but in all probability a universal mess kit would be produced and this could be acquired by officers on a voluntary basis. He remarked that a conference would be required to consider the design of the new mess kit.

ITEM II

BRIEF REPORT BY COMMANDERS

Maritime Command

4. Commander Maritime Command reported that Exercise MAPLE SPRING has been completed, aircraft involved less helicopters have returned to base and naval ships are homeward bound. He reported that US assistance was most valuable and that the Canadian Forces received a warm welcome and excellent cooperation from the US Forces.

5. Commander Maritime Command reported that three destroyers are now proceeding to the west coast where two will be laid up. One of these, however, may be manned for training in the autumn.

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6. Commander Maritime Command noted that authorization has been given for the visit of a US nuclear submarine to Halifax in the early spring. He pointed out that such visits are beneficial to the Canadian Forces and should be encouraged. No date as yet has been set for the visit but it might take place during the month of April.

7. Commander Maritime Command reported that a Russian "F" class submarine, on a fixed patrol route, was sighted and photographed on 10 Mar between the Azores and Gibraltar. Apart from this, Russian submarine activity in the North Atlantic and Norwegian Sea has been at a reasonably low level.

Mobile Command

8. The Deputy Commander Administration, representing the Commander Mobile Command, reported that a worthwhile discussion on the role of the militia had been held by DG RES and Members of Mobile Command staff. No great problem in the augmentation of Mobile Command Forces by members of the militia was envisaged. However, fulfillment of the NATO commitment presented far more searching problems and present requirements were not really realistic.

9. He stressed the importance of an IDP decision regarding acquisition of a main battle tank. This vehicle will influence the force structure and a decision is necessary for field force planning.

10. CDS explained that Treasury Board approval for the purchase of 10 helicopters had been withheld pending completion of a study of the overall question of helicopter support. It is expected that this study will be finished by 15 May at which time the decision to purchase will be reviewed.

11. The Representative of Commander Mobile Command pointed out the short time interval between completion of studies concerning the relocation of field force units and the proposed time of implementation. This coupled with lack of accommodation at the destination made major moves during summer 1967 undesirable. He was assured that there was no intent to make major moves during summer 1967 and that units would move on a graduated time scale basis thus overcoming in part the accommodation problem.

12. He then noted that the Base at St Hubert would be host to many activities during the coming year. Several high level conferences are scheduled to be held there, and some 250 men from the EXPO contingent will be housed there. Since the accommodation would be very crowded it had been requested that the recovery of rental for these quarters be waived. In addition, CFHQ had been asked to provide funds to cover the cost of presentation plaques for visiting dignitaries. He said that a decision in respect of these submissions would be appreciated.

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Air Defence Command

13. Commander Air Defence reported that another Slow Time exercise had been held and although heavy jamming techniques were utilized, the results were satisfactory.

14. The Commander voiced his concern over Treasury Board's refusal to approve the purchase of 300 mobile homes for use on radar sites. He observed that this refusal was apparently associated with a possible 20% reduction of radar technicians and an examination to be undertaken of possible operation of the radars by civilian contract. He pointed out that the future of radar in Air Defence Command was unlimited and the loss of highly qualified technicians would be a severe blow to the operational efficiency of the Canadian Forces. In addition, he explained that studies have shown that contract operation will not result in significant financial gain.

15. The Deputy Minister remarked that studies have been done to establish the desirability of operating radar sites by contract. These studies could be updated and re-submitted for consideration if desired. He agreed that little financial advantage was to be expected from contract operation. The CDS asked the Commander to work with the VCDS in seeking a solution to these problems.

Materiel Command

16. Command Materiel Command reported that recommendations to implement a single management system have been submitted. These recommendations, if approved, will improve the overall efficiency of the system but will not result in significant savings of manpower at this time.

17. The Commander supported the views of Commander ADC insofar as contract operation of radars is concerned. He pointed out that as the number of military technicians decreased the amount of work to be done by contract increased and little financial benefit resulted. One further aspect is that if two great reductions are made in military personnel an inevitable loss of efficiency in commands must result. Additionally, difficulty may be encountered in placing contracts necessary to cope with large requirements.

18. The Commander then reported that on a recent visit to a number of bases, he observed that Base Commanders were becoming disenchanted with the Base organizational concepts. He recommended that a meeting of Base Commanders be held to discuss problems which are arising, particularly on mixed Bases supporting more than one Command.

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19. CDS agreed with the remarks of the Mobile Command representative and observed that, as little exchange of ideas had taken place during the formative stage, bases do lack uniformity and are expensive both financially and in manpower. He explained that, while bases had to be tailored to meet individual requirements hence complete uniformity could not be achieved, a basic philosophy was essential. He requested CG to study the problem, categorize bases, consider regional administration in areas where several bases are located, propose basic standards, and then hold a coordinating conference of Base Commanders.

20. Acting CG reported that much of this had already been done and a standard skeleton framework for bases has been developed. Commanders will be asked to study these suggestions and to submit recommendations to meet their individual needs. A team from CG will visit each base, explain the skeleton framework to Commanders, discuss individual base needs and after a period of trial and assimilation a coordinating conference will be scheduled.

Air Transport Command

21. Commander Air Transport Command reported that ATC support for Exercises FRONTIER ASSAULT, WHITE BEAR, BLACK BEAR and MAPLE SPRING has been completed.

Training Command

22. Brigadier Tedlie, representing Commander Training Command, reported that a complete review has been made of the various Training Command plans for Unit and Base consolidation. As a result of this review, a revised plan based on what is considered to be a realistic compromise between the ideal plan and the present financial limitations within the Department was submitted to CFHQ on 9 Mar 67.

23. This new plan and the proposals that flow from it is designed to:

- a. streamline the present Training Command complex and arrive at a posture that will meet the requirements of integrated training;
- b. further reduces the number of Training Command bases to ten;
- c. collocate similar training in all three Services for savings in overhead; and
- d. free for other uses or disposal some of the facilities that Training Command now uses as a lodger on the bases of other Commands.

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24. He explained that co-location will not be achieved at the expense of training standards. It is realized that special problems do exist and these must be studied individually. Co-location will not be recommended if it is apparent that training will suffer.

25. CDS explained that the division of training responsibility between Training Command and CFHQ has not been clearly defined. The policy is to be reviewed, and clear terms of reference drawn up. In general, CFHQ will retain responsibility for the education of officers including staff training, cadet training and National Defence College. He observed that a comprehensive training symposium will be held during the latter part of April.

DC RESERVES

26. DG RES, representing DC RES, reported that staff duties and the establishment review on reorganization of the ~~militia~~ ^{DC RES Organization} had been completed and will be submitted to CG in early April. Detailed studies on tasking of Reserves will start next week and it is hoped to present these studies to operational commands in early April 1967. He explained that DC RES are waiting for an input from DC PLANS concerning the NATO role of MOBCOM and the future of the Naval Control of Shipping Organization.

27. CDS observed that the principles underlying the militia reorganization were good and provide a firm base for future operations. This, however, is not the final configuration of the militia and adjustments must be made to compensate for weaknesses which will emerge during the working-in process. He remarked that the question of auxiliaries is still outstanding and a solution must be found.

28. DG RESERVES observed that district commands were receiving an increasing number of requests for assistance to civilian organizations in carrying out Centennial projects. Resources available to district commands are now nearly fully committed and refusals to civilian organizations will be unavoidable even though unfavourable comments will be generated.

Canadian Forces Communication System

29. CFCS said the Air Division had asked that Minimize procedures on routine classified message traffic be imposed from 22 Mar to 2 Apr. This request was made necessary because the Air Division is closing its communication centre at Metz and opening an interim centre at 3 Wing. A message to this effect has been sent to all concerned and will be reproduced in local orders.

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ITEM III

CFHQ PROGRESS REPORTS - Vice Chief of the Defence Staff

30. VCDS observed that the report on Exercise FALLEX was now at the Queen's Printers. This report contained over 90 recommendations which arose as a result of the Exercise. The reports will be circulated to Commands who will be permitted to study them for a period of approximately three weeks following which a conference will be held early in May to discuss remedial action. He then observed that a better system is required to measure the operational effectiveness of commands. He said that an exercise organization will be set up on a full time basis to monitor deficiencies and to recommend corrective action.

31. The CDS remarked that Exercise FALLEX illustrated many weaknesses. He said the full implications of the problem, particularly insofar as they affect the War Book, are not understood and corrective procedures are required. He agreed that an organization is required to further delineate areas of weaknesses and agreed to the holding of a special conference as suggested.

32. VCDS reported that the move to Lahr was progressing on schedule and that excellent cooperation was being received from all agencies.

Comptroller General

33. DCG reported that Treasury Board approval had been received for the following:

Travelling Expenses - approved new rates effective 1 Jan 67. A message has been forwarded to all concerned on 2 Mar.

Moving Grant - understood to have been approved in principle by Treasury Board to be effective 1 Feb 67, but formal notification not yet received. Approved amounts are substantially less than those recommended.

Interim Lodging and Meal Allowance - understood to have been approved in principle by Treasury Board ~~to~~ HOWEVER, ~~be effective 1 Jan 67.~~
 THE EFFECTIVE DATE IS YET TO BE DETERMINED.

34. DCG reported that the pilot study on the new financial management system was complete but would not be introduced until April 1969. He observed that it would be adopted on a trial basis by individual commands if so desired.

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35. CDS requested that Transport Command provide a brief on the results of this study for circulation to other commands.

36. DCG reported that responsibility for base consolidation planning is now being transferred from CG to VCDS; however, both Branches would continue to work in close collaboration. He observed that studies should embrace any possible options and be supported by cost effectiveness studies. He further observed that organizational establishments now being written are based on the overall manpower ceiling of 109,000 which is at variance with the 105,000 ceiling which the Minister has imposed for planning purposes. Despite this, the studies must be completed on the 109,000 level and if this figure is altered the establishments must be changed accordingly. VCDS commented that 105,000 was not as yet a firm direction and that 109,000 would be used for completion of the studies.

Chief of Technical Services

37. CTS reported that a CFAO will be promulgated in early April on the procurement of material and services for the Canadian Forces. This order will provide the authority, define the circumstances and specify the financial limit within which commands, bases, stations and units may without reference to CFHQ or the Deputy Minister's office procure material and services from DDP or direct from the trade.

38. CTS observed that, because of a strike in the Dassault Plant in France the Falcon aircraft delivery has been delayed one to two months. As yet no firm date for delivery is available.

39. He observed that integrated supply procedures for standardizing internal demand, receipt and inventory distribution at bases and units will be finalized by mid Sept. In conjunction with this a common system for supply issue and accounting for clothing at bases and stations is under active review and the pilot study should be completed by early Oct 67.

40. He reported that the plan which permits use of available seats on the Air Transport System by servicemen and their families when travelling on leave has been in operation for two months. In January 2,222 servicemen and dependents exercised their entitlement, with one-third travelling on Priority 4 (confirmed space) and the remainder on Priority 5 (space available). Three hundred and eighty-two travelled on trans-Atlantic flights and of this number approximately one-half were Priority 4 and the remainder Priority 5.

41. Because of heavy duty traffic on the system during the summer months it has been necessary to limit applications for confirmed space to personnel having 25 points or more for trans-Atlantic travel and 20 points or more on domestic flights.

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42. CTS observed that, as a result of the relocation of elements of 1 Air Division and the decision to reduce the tour length of 1 Air Div personnel to three years, a number of members of 1 Air Div will terminate their European tour prematurely. A number of these personnel (not exceeding 200) will have purchased articles which will not have been in their possession for the six month period required to permit their duty and tax-free entry into Canada. In order to minimize the amount of inter-departmental administration and to reduce the number of Privy Council sub-missions which will result, a "blanket" Order in Council is being sought to permit the members concerned to obtain relief from the six month ownership requirement of the Canada Customs Act.

43. CTS reported that statistics over the past five years show that fire losses have grown appreciably less. This is due to an increasing fire consciousness on the part of personnel and improved fire fighting procedures.

Chief of Personnel

44. CP observed that steps are being taken to authorize school teachers serving in overseas theatres to use service trans-Atlantic flights on the same basis as service dependents.

45. He reported that Admiral Dillon and his non public fund committee have visited locations in Western Canada, Ontario and Quebec. They will now visit military installations in Europe and at the end of March the United States for examination of the US Armed Forces PX system. The study should be completed by the end of May.

46. CP reported that the soldier apprentice plan had now been discontinued and that continuation of the RCN apprentice plan is currently under debate.

47. CP stated that 1,800 positions which require bilingual incumbents have been identified. The present incumbents are mostly of French Canadian origin and it is desired that a greater number of personnel of English extraction be employed. In this regard, candidates are required for the next French language course which will be held from April to September this year. It is most desirable that the course be filled to capacity even though it will not be possible to provide replacements for those selected.

48. CP observed that recreational facilities including a 16 foot runabout with outboard motor, six portable swimming pools, skin diving and water skiing equipment has been sent to Cyprus. He noted that the list of officers selected for Staff College training 1967-68 has been published. He further reported that 104 officers and men have been selected for cross training as pilots. This should help to alleviate the current pilot shortage.

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He remarked that the pilot training facilities of Training Command are being exploited to the full and that there is a waiting list of personnel who wish to undergo this training.

49. CP reported that postings are to be reduced insofar as possible because of financial restrictions. All proposals for posting are to be examined in detail and non essential or marginal moves avoided.

Defence Research Board

50. The Chairman DRB reported that the organization of DRB is under review and revisions are being made. A Defence Research Council has been formed; the number of professional people at HQ DRB has been reduced from 122 to 109 with a possible further reduction to 85 or 90. Dr. L'Heureux has been appointed Vice Chairman Defence Research Board and the CDS made a member of the Board. He hoped that the changes in DRB organization would improve communications and mutual understanding between the scientists and servicemen with beneficial results to all. CDRB further reported that senior scientific appointments in DND are now made by a Committee in the Prime Minister's Office. The Committee makes recommendations and advises the Cabinet of individuals suitable for appointment to senior scientific or technological posts.

51. Chairman DRB said that an Ad Hoc Committee for planning and policy establishment has been set up under the chairmanship of Dr. L'Heureux. This Committee will examine planning projects, people, and money and insure that DRB reaps full benefit from its financial expenditure.

52. The Chairman DRB observed that closer contact with military colleges is required and thought was being given to the establishment of grants from DRB to military colleges for the fostering of technical assistance available to them and to aid in research. He added that grants to selected universities is also being stressed. Finally, he said that the DRB annual report which had in the past been a classified document would in the future be unclassified with a classified supplement.

53. CDS observed that the exchange and interchange of information between the Services and DRB was essential. Service planners must be conversant with the fundamentals of operational research and be aware of the assistance which can be derived from that source. Operational commands must indicate weaknesses and pass this data to DRB then the scientists and service people, working as an integrated whole, can produce a logical solution.

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54. CP asked if the terms of reference of DRB apply to operational research only or could personnel research be included as there is an urgent requirement for work in this field.

55. The Chairman DRB said personnel research could be undertaken; however, the effectiveness of results was not certain. He pointed out that funding for tasks of this nature must be taken from the monies allotted to DRB and these sums are now, and will in the future be fully committed to the operational research tasks required by CDF. Only by reduction of these tasks could the necessary funds be found for personnel research.

Deputy Minister

56. The DM stressed that frequently criteria which is issued for planning guidance is being interpreted as executive direction. Examples of this is the possible 20% reduction of radar technicians in Air Defence Command and the overall ceiling of 105,000 for the Canadian Armed Forces. Both of these figures are guidance for planning purposes and do not represent firm policy at this time.

ITEM IV

AWARDS FOR BRAVERY AND MERITORIOUS SERVICE

57. D Ceremonial briefed the Members on a proposal for the establishment of awards for bravery and meritorious service for Members of the CDF. In essence, the proposal envisaged an award for courage consisting of a cross which would be awarded for bravery in military operations and a medal awarded for bravery in peace. These awards would be available to all ranks of the CDF and rank immediately after the Distinguished Flying Cross. An order with five degrees, together with an associated decoration for other ranks was proposed to recognize meritorious service in both war and peace. This award to rank immediately before the comparable degree of the Order of the British Empire. In conclusion, D Ceremonial explained that the proposal has already received Defence Council approval and by direction of the Minister has been submitted for consideration at Cabinet level.

ITEM V

ALLOCATION OF MARRIED QUARTERS

58. ADGA briefed the Members on a proposal for the establishment of a standard procedure for PMQ allocation to members of the CDF. He explained that at present each Service uses a different system and computes eligibility for occupancy in differing manners. These systems, also those used by both the British and United States forces, have been closely examined and the most favourable

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features used as a base for formulation of the proposed system for CDF. The proposal is, in essence, for PMQs to be allotted on a first come first served basis with all personnel employed on or in the vicinity of a base competing on equal terms. The division of PMQs into rank blocks, i.e. senior officers, junior officers, Warrant Officers, S/Sgts and Sgts, Cpls and below will ensure equitable distribution to all ranks. In conclusion, ADGA reported that the proposed concept had been circulated to personnel of the three Services within CPHQ and also to selected unit housing administrators for comment. Comments and recommendations received in reply have been incorporated in the final proposal but there was no adverse reaction from any command to the first come first served principle.

ITEM VI

STATEMENT ON ORGANIZATION

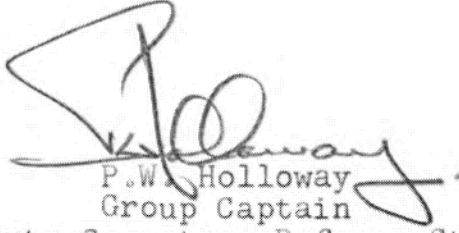
59. This item was not discussed at the meeting.

ITEM VII

OTHER BUSINESS

60. CDS explained that the Surgeon General has been invited to become a member of the Forces Council. This will permit the close integration of medical forces and assistance required to produce realistic and effective plans to support operations during both peace and war.

61. CDS complimented D Ceremonial on the excellence of the arrangements made under his direction for the funeral of the late Governor General.


P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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DISTRIBUTION

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Assoc Minister

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DC PLANS

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DSecDS(MM)

Commander Mobile Command

Commander Maritime Command

Commander Air Defence Command

Commander Air Transport Command

Commander Training Command

Commander Materiel Command

Maritime Commander, Pacific

Commander 4 CIBG

Commander 1 Air Division

Commander CDL(S)(W)

Commander CDL(S)(L)

Commander CFCS

DG FALLEX

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SUMMARY RECORD OF DISCUSSIONS
OF THE 4/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 26 APRIL 1967

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Canadian Forces Headquarters
OTTAWA, Ont. 1 May 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lt General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Maj General RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Air Vice Marshal RJ Lane	Commander 1 Air Division
	Air Vice Marshal AC Hull	Commander Air Transport Command
	Major General MR Dare	Deputy Chief Reserves
	Rear Admiral WJ Elliot	Surgeon General
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Lt Colonel LV Cushing	(Military Members)

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. RJ Uffen	Chairman Defence Research Board
	Dr. LJ L'Heureux	Vice Chairman DRB
	Mr. SJ Deitchman	Director Project Agile
	Rear Admiral JA Charles	Commander Maritime Pacific Command
	Group Captain RE Mooney	Commander CFCS
	Colonel LA Bourgeois	DIS
	Lt Colonel EA Blais	MA/CDS
	Mr. AC Jones	DRB/DSIS
Item II	Air Commodore WK Carr	DGAF
	Air Commodore RM Aldwinkle	DG Prog
	Brigadier H Tellier	DGP
	Brigadier NH Ross	DGLF
	Major General DAG Waldock	DCENG
	Commodore HA Porter	DGMF
Item V	Captain LJ Hutchins	DPCN
	Squadron Leader JS Cooper	DPCAF

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SUMMARY RECORD OF DISCUSSIONS
OF THE 4/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 26 APRIL 1967

1. CDS opened the meeting and welcomed Rear Admiral W.J. Elliot, Surgeon General of the Canadian Armed Forces. Admiral Elliot was attending the meeting for the first time in his capacity as a member of the Canadian Forces Council.

ITEM I

BRIEFING ON PROJECT AGILE

2. Dr. Uffen, CDRB, introduced Mr. Seymour J. Deitchman, Director of Remote Area Conflict, Advanced Research Project Agency, Office Secretary of Defence. Mr. Deitchman briefed the Members on Project AGILE and commented on procedures and equipments being developed by the USA for combating insurgents in various parts of the world.

ITEM II

STRATEGIC MOBILITY FOR THE CANADIAN ARMED FORCES

3. DGAF introduced this item and briefed the Members on the rationale underlying the request for an increase in strategic transport resources. The briefing was essentially the same as that presented to the CDS Staff Meeting 6/67 on 15 Mar 67.

4. DGAF observed that after exhaustive study the following three options seemed to offer the most practical solution for the Canadian Armed Forces:

Option 1 - Augment the present fleet with six Cl4ls. Manpower requirements will increase by that necessary to operate the six additional aircraft as will O&M costs increase. The capital and introductory cost of this program is \$88.8M.

Option 2 - Replacement of the Yukon fleet now with 11 Cl4ls. Whereas the manpower and O&M implications are favourable the capital and introductory costs of this option are high and amount to \$149M.

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Option 3 - Replace six Yukons now with eight C141s and replace remaining six Yukons after 1972. This option presents the best compromise, satisfying the in-flight refueling requirement and the airlift deficiency. Manpower and O&M costs remain constant because of the deletion of six Yukons from inventory. Further, the retention of six Yukons requiring replacement in the 1972 period reserves the future possibility of opting for an aircraft like the C5A. The cost of this program will be approximately \$113M, less the possible resale value of the six Yukon aircraft offered for disposal.

5. DGAF explained that Option 3 is considered to be the most suitable from the standpoint of manpower, O&M costs, the availability of funds for capital equipment acquisition and the long term view. He summarized his presentation and stressed the fact that as the US production run is nearing completion, and no more C141 aircraft are to be ordered an intent to buy must be indicated within approximately three weeks. He concluded by requesting that approval in principle be given to the following recommendations:

- a. to replace six Yukons with eight C141 aircraft as soon as possible;
- b. to replace the remaining six Yukons in 1972 with a suitable aircraft, possibly of the C5A type; and
- c. that the urgency of the requirement be recognized and that the project Review Board be directed to produce as a matter of priority a suitable plan for including the proposed program in the IDP prior to a Defence Council presentation.

6. During the ensuing discussion the many aspects of the problem were examined. A proper mix of aircraft in the strategic airlift family was questioned as well as the possibility of introducing alternates for the C141 aircraft. The possible impact of a purchase of this magnitude on the Mobile Command equipment program was also assessed. It was agreed that the establishment of mobile forces in their proper configuration, provision of ground equipment, air resources and other essential requirements must be considered as a single entity, and result in a force balanced in equipment and manpower.

7. The proposal was approved in principle for presentation to Defence Council subject to inclusion of clarifying comments concerning the proper mix of aircraft in the strategic airlift family, possible alternatives to the C141 aircraft, and review by the Program Review Board.

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ITEM III

BRIEF REPORTS BY EACH COMMANDER

Maritime Command

8. The Commander Maritime Command reported that four mine sweepers, three on the east coast and one on the west coast, had been re-commissioned and would be used for training during the coming summer. The ships' companies consist of two officers and 12 men each, with the balance of personnel, made up of third year cadets.
9. He reported that submarine activity in the Atlantic and Pacific remained reasonably normal, however, one recent contact in the Atlantic provided an indication of a possible change in the Russian method of submarine operation.
10. HMS Akron will return to the UK in May. This marks the termination of the agreement with Britain, an agreement which has been expensive, but which has proved to be valuable and has resulted in the production of many trained Canadian submariners.
11. A fault has developed in the Tracker III aircraft resulting in gas fume poisoning of a number of crew members. The aircraft are still in use for exercises but crews must use oxygen breathing apparatus.
12. One man was lost overboard from a Sea King helicopter. His body was not found. The introduction of additional safety features to help prevent this type of accident is under study.
13. A study, undertaken by direction of the CDS, designed to establish the operational effectiveness of elements of a balanced maritime force is in progress. A further report on this subject will be presented at the next Forces Council Meeting.
14. Recreation facilities at Mill Cove radio station are most inadequate. 180 personnel are stationed at this remote location and the provision of a recreational building is of paramount importance to their well being. CTS agreed that a recreational building is required, however, he explained that only limited funds are available for construction of this type, and all funds are now fully committed for other requirements. A complete review will be made of the construction program and, if possible, this building will be included. CDS directed that the question be given particular attention.
15. Commander Maritime Command explained that Treasury Board approval for the construction of PMQs in Halifax has still not been received. This approval has been outstanding for an unduly

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long time and could be the result of Treasury Board reluctance to provide accommodation in urban areas. The requirement for PMQs in Halifax is acute and the problem must be resolved at once. CDS replied that the question will be discussed with Treasury Board in the immediate future.

16. Commander Maritime Command explained that the CPOs in his Command had requested permission to wear WO I rank badges and to change their form of address to "Mister". The Commander supported this request and, as badges are available, sought authority for their issue. CDS approved the proposal and directed that a formal request be submitted to CFHQ following which the necessary instructions will be published.

Air Defence Command

17. Commander Air Defence Command reported that a NORAD team will be evaluating Northern NORAD region next week. This is a periodic assessment which is repeated every sixteen months. He said that he is confident that the results will be satisfactory.

18. Construction has still not started on the second batch of PMQs at North Bay. Action to provide this accommodation must commence in the near future or a further deferment in the movement of personnel from St Hubert to North Bay will result. CTS observed that the delay in implementation of this project is very similar to that which has been experienced in Halifax. The problem seems to be Treasury Board reluctance to construct accommodation for military personnel in urban areas. This matter will be discussed with Treasury Board in the immediate future.

19. Date of completion of the administrative building in North Bay has been set back to 1 Jul 68. Lack of this facility, though awkward, does not present an insuperable problem.

20. Commander ADC explained that the question of providing mobile homes for radar stations is still outstanding. CTS reported that Treasury Board were withholding a decision on this request possibly because of the 20 percent reduction in personnel outlined by the Minister's Planning Guidance document. During the ensuing discussion it was agreed that Commander Air Defence Command shall present options or alternatives in the posture of radar sites and possible modification to the SAGE/BUIC concept which would result in the required manpower reduction. Treasury Board approval for mobile homes required at continuing sites could then be reasonably assured.

Air Transport Command

21. Commander Air Transport Command reported that ATC had provided support for Exercise SNOW GOOSE VII. Troops and baggage were transported during the five day period and all operations proceeded smoothly and without difficulty.

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22. Unserviceability problems which had been encountered in both Yukon and Cosmopolitan aircraft have caused some concern but the difficulties are now being overcome.

23. Commander ATC reported that the loss by fire of a Cosmopolitan aircraft will result in a severe strain on the fleet as all resources of Air Transport Command are fully committed to cope with the heavy program for the coming summer. CTS explained that one Cosmopolitan has been held back from surplus, and it was agreed that this would partially remedy the deficiency. Although the resources of Air Transport Command will remain strained the task is within their capability.

24. The Mobile Air Movement Unit was used for the first time during the move of 1 Air Division to Lahr. Operation of the organization was satisfactory.

25. The Commander reported that the surplus 130B aircraft have now left the RCAF and the establishment of 20 130E aircraft is full.

26. In connection with the Financial Management Study he suggested that he could provide a briefing team to visit interested commands within two months. CG, noting that all command Controllers had been briefed, suggested that the conduct of briefings was more properly the responsibility of the project management, and suggested that ATC be relieved of the task. This was agreed.

DC RESERVES

27. DC RESERVES reported that the time objectives which resulted from the reserve force study are being met and the plan is proceeding on schedule.

28. He observed that requirements for reserve force support must be defined by those for whom the support is designed, to permit realistic planning and most effective allocation of resources. The role of the auxiliary squadrons must be established and firm resistance offered to any tasks for which an operational requirement does not exist.

29. Finally, he suggested that, in view of the manpower restrictions it would be timely to re-examine the overall command structure. In this regard, and as a starting point, he suggested that Commanders at all levels be requested to submit apparent faults in the present system.

Training Command

30. Commander Training Command reported that the Command Annual Review will be held Friday, 28 April. This will be followed by a Training Command/CFHQ Training symposium 18 and 19 May.

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Materiel Command

31. Commander Materiel Command explained that procedures for a single management supply system were now being developed. Supplies have been broken into three categories, i.e. those used by sea forces to be managed by the Naval supply system, those used by land forces to be managed by the Army supply system, and those used by Air Force together with common-user items to be managed by the air supply system. Initial progress is expected to be slow but the project should be well started by Oct 67.

1 Air Division

32. Commander 1 Air Division reported that all operational units, less families, had been relocated at Lahr by the target date of 1 Apr. Accommodation at Lahr is limited and ad hoc arrangements will be employed until the fall of 1967. Of the 1300 personnel now at Lahr 550 are accommodated on the base and provided with rations and quarters. 450 are provided with quarters only and the remainder are living on the economy.

33. During the actual move Air Transport Command carried 1.4 million pounds of freight from Marville to Lahr, 1.5 million pounds were transported by 4 Tpt Coy, one million pounds by vehicles belonging to 1 Air Div, and 17 tractor trailers loaned by US forces were used for the move of furniture from the HQ in Metz.

34. The CE program has been developed and is ready for Treasury Board review. A progress briefing will be presented on 16 May and will include further information on the CE program.

35. The present plan is to relocate families at Lahr by the end of August. Certain difficulties have been encountered which may require a movement of families by late June. If this transpires it may be necessary to request a speed up of repatriation of personnel to Canada to ease the situation. The overall problem is under constant review and CFHQ will be notified of developments as they occur.

36. Good flying weather was encountered during the month of March and up to the present in April, consequently, the flying rate is good.

37. Strike units are preparing for their annual tactical evaluation. This will be carried out by a 4 ATAF team designed for that purpose.

38. Preparations are underway for Exercise ROYAL FLUSH XII, a reconnaissance exercise which will be held 24-25 May.

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39. Attrition rate for the CF104 is good and was .28 for the 12 months ending 31 March. This low rate is due in part at least to the reduced number of bird strikes which has resulted by rigidly enforcing altitudes at which aircraft may fly during migratory periods.

Mobile Command

40. Commander Mobile Command reported that the Command's War Establishment is 28,379, the Restricted Establishment 26,836 and the posted strength 21,762. This represents a shortage of 26% with respect to the War Establishment and 18% with respect to the Restricted Establishment. As bases, generally, are nearly up to their establishments, the major portion of the shortage is borne by the field forces with a resultant loss of efficiency. The CDS remarked that the problem was understood and would be examined in detail.

41. Several officers and men are now undergoing desert training with the British Army in Cyrenaica. This training will continue throughout the summer.

42. Colonel Rochester, Commander designate of the airborne regiment reported for duty yesterday. The formation of this regiment will require an increase in rank structure, particularly for Majors, Captains, Staff Sgts and below. CG observed that the cost of the additional rank requirement would amount to approximately \$2M. The CDS stated that the problem is fully understood and early resolution could be expected.

43. Commander Mobile Command reported that the third in a series of two day joint DRB/Mobile Command seminars was now in progress. The results of these seminars have been most beneficial, good liaison has been established, problem areas identified and DRB support offered to assist in these areas. During the ensuing discussion it was pointed out that as US agencies are engaged in the same general type of work and in the same general areas an opportunity for joint effort seems to exist. CDS directed that CFHQ organize a steering group to coordinate activities of this type, and explore the possibility of joint US/Canadian effort. Mobile Command is to be included in group and to participate in deliberations and formulation of doctrines.

ITEM V

ABACUS TEAM - REPORT OF PROCEDURES

44. Captain Hutchins, Chairman of the ABACUS Team briefed the Members on the impact of the Oct 1966 pay raise and changes in the trade structure. The ABACUS Team visited bases, units, and detachments in Canada and abroad, compiled complaints and took remedial

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action where possible. Captain Hutchins reported that, in general, the team was well received, treated with courtesy, and established the fact that the general feeling was one of approval for the new pay scale and trade structure.

ITEM VI

OTHER BUSINESS

45. CDS observed that subsequent to passage of the Unification Bill on 25 Apr an information message had been forwarded immediately to all Commands. He explained that no precipitate action would be taken as a result of the Bill and steps to implement unification would be formulated after full consideration and in a gradual, rational sequence. Major decisions would, wherever possible, be discussed with Members of the Forces Council before implementation and, in addition, Members would be kept fully informed of all progress achieved. He stressed the fact that the present configuration of combat forces will remain unchanged until revisions are required to correct deficiencies which become obvious after use or as a result of experience. The administrative and logistic problems had been assessed and a plan prepared to provide the required degree of support. This plan will, however, require approximately five years for implementation.

46. The CDS observed that the first area to be considered for unification is that of ground transport, secondly, the melding of security and military police agencies with intelligence personnel, and thirdly, unification of all medical resources in the Canadian Armed Forces. These three actions should require a comparatively short time for completion. A formal presentation of each of these actions will be made to Members of the Forces Council in the near future.

47. The adoption of a common uniform is a long term project with trials of light weight cloth now in progress. Additional trials of winter weight cloth will be held during the winter 1967/68. Data compiled as a result of these trials should be sufficiently complete to permit detailed consideration of the configuration of a new uniform by the spring of 1968.

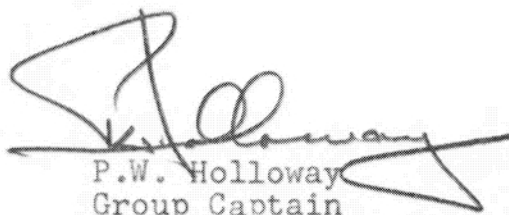
48. The CDS explained that the policy concerning changes in rank terminology has not been fully developed and must be studied in detail. He reiterated the necessity of gradual, well considered action and the avoidance of ill considered moves.

49. Correct officer training and education in the unified force is vital. Present staff training is inadequate to meet future requirements and must be redesigned in toto. Personnel management is of paramount importance and individual preference to serve on the sea, land or air must be catered for.

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50. The CDS concluded by observing that finalization of unification would require at least one military generation. Old traditions, though not to be forgotten, must be superseded by new ones. Each members of the Canadian Armed Forces must consider himself a member of a mutually supporting team, must think and act as a unit in a single identity and, when this state has been reached, unification will have been achieved.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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Commander Air Transport Command
Commander Training Command
Commander Materiel Command
Maritime Commander, Pacific
Commander 4 CIBG
Commander 1 Air Division
Commander CDL(S)(W)
Commander CDL(S)(L)
Commander CFCS
DG FALLEX
D HIST
Surg General
Commander, Cdn Forces Supplementary
Radio System (CFRSR)

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SUMMARY RECORD OF DISCUSSIONS
OF THE 5/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 17 MAY 1967

Canadian Forces Headquarters
OTTAWA, Ont. 30 May 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp Vice Admiral RL Hennessy Rear Admiral LG Burchell Air Marshal EM Reyno Commodore FB Caldwell Lt General WAB Anderson Rear Admiral JC O'Brien Maj General RP Rothschild Air Vice Marshal RC Stovel Air Vice Marshal ME Pollard Air Vice Marshal RJ Lane Air Vice Marshal AC Hull Major General MR Dare Rear Admiral WJ Elliot	Vice Chief of the Defence Staff Comptroller General Rep Chief of Technical Services Chief of Personnel Secretary Defence Staff Commander Mobile Command Commander Maritime Command Commander Materiel Command Commander Training Command Commander Air Defence Command Commander 1 Air Division Commander Air Transport Command Deputy Chief Reserves Surgeon General
Secretary:	Group Captain PW Holloway Lt Colonel LV Cushing	Deputy Secretary Defence Staff (Military Members)

IN ATTENDANCE

Dr. LJ L'Heureux	Vice Chairman Defence Research Board
Group Captain RE Mooney	Commander CFCS
Colonel LA Bourgeois	DIS
Lt Colonel EA Blais	MA/CDS
Wing Cdr LC Morrison	Information Officer
Mr. RL Raymont	ESO/CDS
Items I & II	DGCP
Mr. KR Scobie	MATCOM HQ
Brigadier A Mendelsohn	
Items I, II & III	Commander Dockyard Halifax
Commodore RSG Stephenes	ACTS
Commodore RV Henning	DJAG/F
G/C HA McLearn	JAG/DJA
Major GH Waterfield	

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SUMMARY RECORD OF DISCUSSIONS
OF THE 5/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 17 MAY 1967

1. To open the meeting DIS presented a film "New Pattern for Defence" which had been prepared to illustrate the basic philosophy underlying integration of the Armed Forces. DIS explained that the film was intended for showing to recruits or potential recruits and that it appears to be well received at that level.
2. Following the presentation of the film DIS announced that details of the new uniform would be released on 29 May. He noted that posters and briefing kits had been prepared and that with the CDS agreement this would be forwarded directly to units prior to 29 May. The CDS stated that he agreed that the information could be provided directly to units but he emphasized that no release of the information is to be made prior to the deadline.
3. The Members then discussed the new uniform at some length and in particular the scope of the initial trials. Environmental and trade badges were discussed and the CDS pointed out that these would be strictly experimental and the wearing of environmental badges could be on a voluntary basis. Several Members spoke of the problems that will be encountered with new recruits who will be reluctant to invest in the old pattern uniforms. It was urged, consequently, that, if possible, an early decision be reached in respect of the colour, type of cloth and cut of the uniform so that as soon as material becomes available personnel would be free to purchase the new uniform. The Commander MARCOM, on the other hand, recommended that the entire uniform be considered as under trial at least until its status in the overall kit issue to Naval personnel can be clarified. The CDS pointed out that it will be some time before sufficient uniforms can be made available for the entire Force and he said that consideration is being given to introducing it progressively into appropriate groups or corps so that, for example, on a given date all medical personnel or all security police personnel might be outfitted as a group. He said, further, that the scope of the trials would be discussed at an early Staff Meeting when an appropriate decision would be reached.

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4. Noting that some delay is being experienced in procuring some items of the new uniform, the CDS asked the Commander Mobile Command to examine the possibility of using an old pattern belt with the uniform for the Expo Guard of Honour. CDS then touched on the subject of mess kits and stated that for the foreseeable future the current pattern of mess kit in use by the three Services would continue. He noted, however, that he is experimenting with a white jacket to be worn with green trousers.

ITEM I

INDUSTRIAL RELATIONSHIPS - COLLECTIVE BARGAINING LEGISLATION

5. DM introduced Mr. Scobie, Director General of Civilian Personnel who briefed the Members on the background and development of collective bargaining procedures in the Public Service of Canada with special reference to the Department of National Defence.

6. Mr. Scobie commented briefly on the results of the Royal Commission on Government organization, GLASSCO Report, and the Preparatory Committee on collective bargaining known as the Heeney Report.

7. He explained that the Public Service Employment Act vests the Public Service Commission with supreme authority over all matters relating to staffing the Public Service including appointments, promotion, transfer, demotion and lay-off. In addition this organization has the role of hearing appeals in matters pertaining to transfer and promotion, a function separate and distinct from grievance procedure. Mr. Scobie further elaborated on the relative status of management and labour, the relationship of employer and employee under the new concept, particularly insofar as it applies to the Armed Forces.

8. He concluded by observing that our objective is to operate the Department of National Defence as effectively and efficiently as possible and that one way in which this end can be achieved is by securing maximum productivity from the civilian work force consistent with the high standards of fairness and equity towards the employee which exists in Canada.

9. During the ensuing lengthy discussion it was recognized that as the Department of National Defence is one of the two top Departments of the Federal Government with respect to size and civilian population legislation of this type will inevitably result in far reaching ramifications.

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10. CDS directed that all departments give this matter serious consideration and do their utmost to establish mutually satisfactory management/employee relationships, thus forestalling future discord.

ITEM II

REVISION OF QR&O

(S1150-4110/C47 (DSecDS(MM) dated 11 May 67)

11. CDS tabled a list of revisions to QR&O. This list had been compiled by the office of JAG and consisted of non controversial items which were recommended for adoption of the unified force.

12. The list was discussed at length. Certain definitions such as Unit and CO, were questioned, and the implications of placing units on active service were examined in relation to the role of the primary reserve. Specific recommendations for action by office of JAG were:

- a. Article 1.02. The definition of "Maritime Division" be deleted.
 - b. Article 3.283 is to be amended to provide the CDS with authority to make exceptions to this regulation when required.
 - c. Article 15.07 is to be amended to provide a more suitable category/item which could be used when female personnel are released in the event of marriage. CP was requested to provide the JAG with suitable terminology.
13. Article 3.06 - Honourary Appointments. CDS explained that this Article does not include Honourary Colonels of Regiments. This question is under consideration and will be discussed at a CDS Staff Meeting in the near future.

ITEM III

BRIEF REPORT BY EACH COMMANDER

Commander, Canadian Forces Communication System

14. Commander CFCS stated that he had no information of special interest to report.

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DC Reserves

15. DC RES reported current strengths as follows:

Naval units	-	3,016
Ground Forces	-	25,648
Air Force Auxiliary Sqns	-	890
Total	-	29,554

He reported the following increases in cadet strength during the past three months:

Maritime Division	-	751
Ground Forces	-	1,594
Air Cadets	-	1,707
Total increase	-	4,032

DC RES reported that present figures indicate 4,773 Reserve personnel of all three environments will participate in training during the forthcoming summer. He explained that Centennial activities in which the Reserves would participate included 33 major events and seven events which would include Royal involvement. DC RES concluded by explaining that a major problem which confronts his organization is the lack of a clear definition of the functional command requirements. Until such a definition is formulated, Reserve units cannot provide adequate support for these formations.

Medical

16. Surgeon General reported that a clinical conference had been held during the past week. In attendance were the Surgeon General USAF, three professors of medical science, from University of Toronto, Laval University and Dalhousie University respectively, and also professors from University of Ottawa. The conference was considered to be worthwhile and beneficial to all concerned.

17. The Regional Surgeon Conference is slated to be held on 6 June.

Air Transport Command

18. The Commander Air Transport Command reported that Commander UNEF had asked the United Nations for one additional Caribou aircraft. He understood that this request has been turned down.

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19. General Odd Bull, Chief of Staff UNTSO, had requested the allocation of a Caribou and crew to his organization to operate out of Jerusalem. This matter is still under consideration by UN New York.

20. He reported that Operation BOX TOP, annual re-supply of Arctic stations, took place from 6 to 16 Apr. Elements of Air Transport Command carried 2½ million pounds of fuel from Thule to Alert.

21. Referring to the recent crash of a Hercules aircraft at Trenton, the Commander explained that present indications suggest the cause of the crash to be the failure of a relay in the elevator trim. He explained that the suspected failure occurred at a most unfortunate height and that if the aircraft had been even 50 feet higher evidence seems to indicate that the crew could have recovered control and landed safely.

22. The Commander observed on the current state of unrest in Gaza and the possibility of warfare between countries of the United Arab Republic and Israel. The problem of possible evacuation of Canadian Forces was discussed and possible procedures considered. CDS explained that no definite action could be taken until the situation had clarified and governmental policy been announced. However, the problem must be recognized and Commanders must give earnest consideration to any possible eventuality which might arise.

Training Command

23. Commander Training Command observed that 46,000 people attended the Tattoo in Winnipeg. The presentation was extremely well received, was good for morale and produced an excellent reaction from both civilians and military members. He suggested that the results indicated the presentation of an annual tattoo was worthy of serious consideration. Speaking specifically of the Centennaires, he noted that the skills acquired by members of the team deteriorate rapidly unless kept in constant practice. He suggested, therefore, that, since the Centennaires have proved their worth and are a most effective publicity agent, consideration should be given to their retention as a permanent unit.

24. He then reported that pressure has been exerted on Headquarters Training Command by various elements of the University Reserves. These elements are striving to have their disbandment cancelled and have stated that they can continue operation at a substantial reduction in cost. A letter outlining their proposal will be forwarded to CDS for consideration.

25. The Commander recalled that some time ago he had urged the introduction of a common salute. Now that the Unification bill has been passed he suggested that the salute should be introduced as soon as possible, preferably within the next two months.

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26. He then noted that Commanders are faced with a constant financial drain which results from the entertainment of official visitors to HQs and formations. In addition, there is a further requirement for provision of floral tributes at funerals and other commemorative acknowledgements which are required on special occasions. He suggested that the possibility of providing funds from the central NPF be explored. The members generally supported this requirement. The CDS acknowledged that there is a need for appropriate funds. He hoped that a definite proposal could be developed after the Dillon report had been presented and in this connection, he directed that the Dillon report on NPF activities be circulated to all Commanders as soon as it becomes available.

Materiel Command

27. Commander Materiel Command had no information of special interest to report.

Air Defence Command

28. The Commander ADC reported that a NORAD evaluation of the Northern NORAD Region conducted between 4 and 6 May had resulted in an overall report of "satisfactory". He pointed out that the standard rating for this type of evaluation was either "satisfactory" or "unsatisfactory". He noted that the NORAD staff had been favourably impressed with the techniques employed in the Region, particularly those concerned with counter ECM. He noted that the assessment of the backup capabilities using BUIC 1 and 3 were assessed as "satisfactory having regard to limitations". In general, he was well pleased with the performance of his personnel.

29. The Commander reported that General Williams who is currently his deputy will be re-assigned this coming summer and will be replaced by General Hughes.

30. He noted that the situation in respect of radar technicians has generally improved and that this trade is now manned to 91.8% of establishment. Morale in this critical trade appears to be good and he said that it is apparent that the various approaches which have been taken over the past months to improve the manning situation are beginning to show results. However, considerable concern is evident over the housing situation and the failure to provide PMQs where these had been clearly promised. While a proposal is being developed to undertake the bulk lease of a 40 unit apartment complex in Lowther, in view of the continued questioning by Treasury Board of the mobile home requirement, it appears that the authorities concerned at this time are endeavouring to avoid making a decision. He noted that the additional housing at North Bay is still apparently being studied and he reiterated his comments advanced at previous meetings to the effect

that, unless the required housing can be provided, it will not be possible to complete the move of the balance of his Headquarters as scheduled. VCDS explained that Treasury Board have been advised as to those radar stations which can be considered as relatively permanent and that this may result in a decision on the mobile homes. The Deputy Minister pointed out, however, that the PMQ situation may remain uncertain at least until the question of revised rentals has been solved.

1 Air Division

31. The Commander reported that tactical evaluation of 4 Wing is now in progress and that the results should be available within several days. Operation BARBARA, an ACE Mobile Force exercise, had been completed the previous week. Air Division units participating had successfully dropped 50 NAPALM bombs, the first experience his units had had with this armament. The Exercise was considered beneficial and successful. Exercise ROYAL FLUSH, a reconnaissance exercise for 1 Wing, will begin on 22 May. He noted that a construction engineer team visited Lahr last week and conducted a survey of CE requirements.

32. The Commander then briefed the Members on the situation in respect of the consolidation of units at Lahr. He pointed out that there is still no firm plan for withdrawal of the French air force from Lahr and that this factor presents many complications, particularly in respect of the establishment of schools in the area. He reported also on the extreme problems resulting from the need to vacate married quarters at Marville by 30 Jun and he discussed these problems in detail. He noted that it would be necessary to use commercial movers in vacating the Marville PMQs and that it would also be necessary to reimburse personnel for storage charges which would be incurred. The CDS, commenting on the situation, stated that on receipt of appropriate advice from the Commander the maximum possible pressure would be brought to bear on the French authorities to speed up the turn-over of facilities at Lahr.

Maritime Command

33. The Commander Maritime Command commented in detail on the increased submarine activity which has occurred over the past month.

34. Reporting on the observance of Battle of Atlantic Sunday, the Commander suggested that in future Maritime Command, as a whole, observe Battle of Atlantic Sunday and that Maritime Air units be relieved of any requirement to participate in Battle of Britain ceremonies except at the discretion of appropriate Base Commanders. He suggested, further that observance of Battle of Britain Sunday would be more appropriate if undertaken primarily by Air Defence Command. The CDS agreed with this suggestion and directed that appropriate instructions be issued covering observance of these ceremonies.

35. The Commander then noted that a US nuclear submarine would visit Halifax for the first time on the 20 and 21 June and he expressed the hope that the visit would be a successful one so that such visits could become routine in the future. He explained that these visits provided his force with the opportunity to exercise with the submarine for some 48 hours before and after each visit.

36. The Commander reported on a number of accidents which had occurred within his Command during the past month. He then asked the status of the recreation building at Mill Cove and was assured that the requirement is being examined closely. He reported further on the shortage of housing in Halifax and asked if there might not be some procedure established which would permit personnel wishing to purchase their own homes to obtain mortgage loans at relatively low interest rates and extended over a 40 year period. The CDS agreed that this was a good suggestion and he asked CP to examine the possibilities.

Mobile Command

37. The Commander Mobile Command, in connection with the Planning Guidance which he had just received, expressed grave concern that the IDP is apparently scheduled for review by Defence Council early in June. He said that the apparent trend is to program beyond the limits of our financial and manpower resources and from a review of the Planning Guidance it appears that, while the equipment requirements of other commands appear to be locked into the IDP, the requirements of Mobile Command do not appear to be catered for. It had been his hope, he explained, that the question of priorities, which must be established if the program is to be brought into line with available resources, would be discussed at Forces Council or at least that he would have the opportunity to present the case for Mobile Command. This did not now appear to be possible. Consequently, he is at a loss to explain to his personnel why equipment essential to the Mobile Command force structure is not being proceeded with at high priority. As a result, he said, he has noted that his staff are becoming concerned over relatively minor matters arising out of unification which would otherwise be overlooked. In his view Forces Council meetings are extremely valuable but he ventured the opinion that the Council is not working as well as it might to provide Commanders with a clear insight into the reasons why certain policy decisions are made.

38. The CDS, in response, noted that the Mobile Command force structure had been approved and that there is every intention to press forward with the equipment requirements which are inherent in the force structure. He then recalled that, in establishing the Forces Council, he had made it clear that the decision-making process in CFHQ is a continuous one and that necessary decisions

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cannot be held up for discussion by the Council which meets only once a month. However, in the light of the views of the Commanders which are expressed at the meetings of Forces Council, the Defence staff must make those decisions which are necessary while attempting to ensure that each Command receives fair treatment. CDS pointed out also that a number of decisions had been taken as a result of the recommendations of various study teams which in the course of their studies had consulted fully with the Commands concerned. He noted also that, while communications between CFHQ and the Commands had perhaps been less than ideal, CFHQ had been going through an extremely difficult period in military history which, he suggested, is now coming to an end so that a greater amount of thought can be devoted to the problems raised.

39. The VCDS then explained the procedure which is being used in respect of the Planning Guidance and the coming review of the IDP. Rather than issue the Planning Guidance to the Commands with a request for comments it had been considered desirable to attempt to reach an equitable distribution of resources within CFHQ, and to forward this to Commands for their comments. This had been done and the suggested solution would be distributed to the Commanders in the very near future.

40. In closing the discussion the Commander Mobile Command stated that he appreciated the problems which faced the CDS and CFHQ. He suggested, however, that it is of the utmost importance that the Commanders be consulted on the personnel policies as they are developed for the unified force, at least in order that they may be kept fully informed on the reasons why specific policies are adopted.

ITEM IV

BRIEF REPORTS BY BRANCH CHIEFS

Chief of Personnel

41. CP explained that the proposal for the establishment of Canadian Bravery and Meritorious service awards had been held up. He suggested that a discussion between the CDS and Minister might expedite approval.

42. He observed that non-standardization of retirement ages is causing concern in the Forces. The problem is recognized, is under intensive study, and he hoped that a policy based on an "up or out" rationale would be available for discussion at the next Forces Council Meeting.

43. Studies on non-public funds have been completed and a report is now being compiled and should be available by the end of May.

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44. He reported that pay field evaluation is underway for eight trade groups and he expressed the hope that he would be able to provide more information on this evaluation by the next meeting.

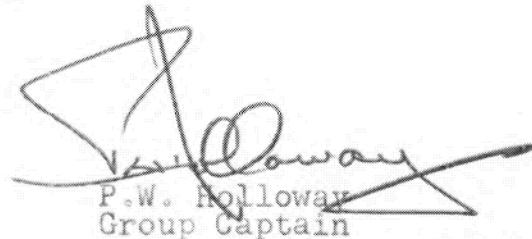
45. He noted that, while recruiting figures for the month of April are not as yet available, the upward trend in recruiting seems to continue. Losses to date this year total 3,200 whereas during the corresponding period last year 4,059 left the Service. This reduction results from a higher re-enlistment rate and a decrease in the number of medical releases.

46. He noted the Minister has approved the establishment of a Canadian Forces Language school at St Jean. Finally, he noted that accommodation for unaccompanied personnel has been made available at the Bel Air Armouries in Montreal where 200 servicemen can be accommodated at the cost of \$1.00 per night.

Comptroller General - Nil

Vice Chief of the Defence Staff - Nil

Chief of Technical Services - Nil


 P.W. Holloway
 Group Captain

Deputy Secretary Defence Staff
 (Military Members)

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Commander Mobile Command
 Commander Maritime Command
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 Commander Air Transport Command
 Commander Training Command
 Commander Materiel Command
 Maritime Commander, Pacific
 Commander 4CIBG
 Commander 1 Air Division
 Commander CDL(S)(W)
 Commander CDL(S)(L)
 Commander CFCS
 DG FALLEX
 D HIST
 Surgeon General
 Comd, Cdn Forces Supplementary Radio System
 (CFSRS)
 Sec PRB (Attn: Lt Col Winter)

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AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 5/67

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 17 MAY 1967

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Industrial Relationships - Collective Bargaining Legislation</u>	<u>DM</u>
II	<u>Revision of QR&O</u> (Supporting data attached)	<u>DM</u>
III	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their commands.	<u>Commanders</u>
IV	CFHQ Progress Reports - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders.	<u>Branch Chiefs</u>
V	<u>Other Business</u>	

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SUMMARY RECORD OF DISCUSSIONS
OF THE 6/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 28 JUNE 1967

Canadian Forces Headquarters
OTTAWA, Ont. 13 July 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Lt General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Rear Admiral WJ Elliot	Surgeon General
	Commodore FB Caldwell	Secretary Defence Staff
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Major General RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Air Vice Marshal AC Hull	Commander Air Transport Command
	Air Vice Marshal RJ Lane	Commander 1 Air Division
	Major General MR Dare	Deputy Chief Reserves
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Lt Colonel LV Cushing	(Military Members)
	Flying Officer H Higgins	

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. RJ Uffen	Chairman Defence Research Board
	Air Vice Marshal GS Austin	Deputy CG
	Maj General DAG Waldock	DC ENG
	Rear Admiral JA Charles	Commander Maritime Pacific Command
	Group Captain RE Mooney	Commander CFCS
	Colonel LA Bourgeois	DIS
	Mr RL Raymont	ESO/CDS
	Commodore JC Pratt	DG RES
	Lt Col EA Blais	MA/CDS
Item I	Wing Commander RJ Gurney	DPRC
Item II	Group Captain H McLachlan	DME
Item III	Rear Admiral JC Dillon	Chairman Study Group
	Lt Colonel CHE Askwith	Study Group
Item IV	Captain CW Ross	DWS

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SUMMARY RECORD OF DISCUSSIONS
OF THE 6/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 28 JUNE 1967

INTRODUCTORY REMARKS BY CDS

1. The CDS in opening the meeting noted that it is now approximately one year since the formation of the Forces Council and that consequently it is perhaps timely to review the aim of the Council and to provide for the Members an indication of CFHQ thinking in respect of a number of important items. He said that there is a definite need in a forum such as this to examine and discuss Forces policy before it is presented as advice to the government. However, while recognizing the need to permit the Members to participate in the decision-making and policy formulation process, there is also a need to clarify the relationship of the Council with the staff of CFHQ. In this regard, he pointed out that it is impossible to manage the Forces on a day to day basis from the Forces Council. Day to day management of the Forces is necessarily the responsibility of the CFHQ staff who must make decisions on a day to day basis.

2. In reviewing the role and activities of the Forces Council he said that he had concluded that, on an annual basis, the Council should review and discuss such items as:

General strategy and objectives,

Organizational structure and possible adjustments to the structure,

General Forces structure in terms of type and quantity of Forces required and the nature and composition of Reserve Forces,

Mobilization potential,

Manpower allocation,

Deployment policies and base consolidation plans,

Personnel development policies together with conditions and terms of service, pensions etc.

While these are only examples of the sort of subjects which should be reviewed on a regular basis, it will clearly be useful to establish in Forces Council broader policies concerning such items which can then serve as guidance to the staff of CFHQ.

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Notwithstanding the desirability of such discussions it must be clear, however, that the power of making decisions is vested in the CDS alone and, in addition, the staff of CFHQ has clearly defined day-to-day responsibilities which cannot be disturbed.

3. To give substance to these thoughts and to develop more meaningful terms of reference and operating procedures for Forces Council, the CDS said that he planned to convene a special two or three day meeting to discuss these and other matters of major concern. He said that he would issue specific invitations for attendance at this meeting, which he suggested, might be held in early August and possible between 3 and 6 Aug.

ITEM I

BRIEF REPORTS BY BRANCH HEADS

Vice Chief of the Defence Staff

4. The VCDS explained that a new procedure has been adopted for budget review which requires that at this time of year the Department submit tentative estimates for the next fiscal year together with plans for succeeding years. The current review, he noted, was discussed in Defence Council on 26 Jun and would be going forward to Treasury Board. In the current review the plan submitted for the four year period contains a number of programs which have yet to be approved. These programs, however, will be discussed in detail at the next CDS Staff Meeting after which it is probable that they will be distributed to commanders for their information. He pointed out that the plan as submitted to Treasury Board does not contain the adjustments necessary as a result of the Minister's planning guidance issued on 29 Mar. However, an attempt will be made to resolve these differences next week. He suggested that the four year plan, since it sets the shape of the Forces over the period, must be given the most careful and objective consideration and, consequently, it cannot be done quickly.

Comptroller General

5. The CG, speaking of the tight money situation which obtains, noted particularly that funds for temporary duty travel are strictly limited. Financial encumbrances have been provided to each command at a scale slightly less than that of last year. He noted, however, that temporary duty allowances have been raised, and he suggested that commanders will need to exercise personal supervision of temporary duty travel if they are to remain within the funds allocated. No additional funds other than funds provided in the FEs can be made available.

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Chief of Personnel

6. CP reported that 80% of the trial uniforms allocated to personnel in CFHQ have been received and that the balance should be delivered by the end of the month. Caps for the new uniforms should be available on 28 or 29 Jun and the guard of honour for Expo should be completely outfitted by 30 Jun. The remainder of trial uniforms, he said, were expected to be delivered by mid July. CP went on to announce that the design of the new Canadian Forces badge or crest has now been approved by Her Majesty the Queen. He noted that the movement grant covering the movement of dependents, furniture and effects has now been approved and totals \$200.

7. CP then noted that the response to the forthcoming track and field event scheduled for mid August has been disappointing and he asked if perhaps commanders could give this matter their attention.

8. CP then introduced W/C Gurney of his staff who briefed the Members on the re-evaluation of the assignment of certain trades to pay fields. In his briefing, W/C Gurney explained the composition of the review board, the representation from the Commands and CFHQ Branches and the procedures used to re-evaluate the trades. The results of the review board were as follows:

- a. two new trades (air bosn and dental therapist) were allocated to pay field 5;
- b. no trades were upgrades; in fact board scores indicated the probability of downgrading some trades;
- c. trades would not be downgraded between cyclic reviews;
- d. it was recommended that the PD Coord 814 trade be eliminated.

9. W/C Gurney concluded his presentation by requesting that Commanders assess carefully any recommendations received proposing the re-allocation of trades to different pay fields, and he distributed a paper outlining the factors to be considered when assessing such proposals.

Deputy Chief Reserves

10. DC RES presented a resume of the current activities of a team commissioned to study the individual training problem pertaining to men in the Canadian Armed Forces.

11. He outlined the aim and scope of the study, observed that the study group was composed of members taken from all agencies concerned, and that the group is still in the process of defining the actual problem. As progress is made, discussions will be held with all commands and expertise solicited to ensure that a practical solution is arrived at.

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12. The Commander ATC expressed concern over the question of selecting "heads of disciplines" in that after careful consideration he and members of his staff had been unable to identify an individual who might be considered as head of the aircrew discipline. This, he pointed out, is due to the fact that there are wide differences in the aircrew specialty as applied, for example, to Air Transport operations and to Air Defence operations. The Commander ADC also expressed concern over the intention to establish heads of discipline and asked DC RES if, in his study of this aspect, he might not, in fact, conclude that heads of discipline would not be required. DC RES assured the Members that this question would be studied impartially and without any preconceived conclusions as to the requirement. The CDS, speaking to the possible requirement for heads of discipline, noted that it is necessary to establish an authority which can set the requirements and training standards within a particular career field.

Chairman Defence Research Board

13. CDRB outlined the progress being made within DRB toward a reorganization designed to ensure that the Board can be more directly responsive to service needs.

ITEM II

REPORT ON MANAGEMENT ENGINEERING ACTIVITIES

14. DManEng, after a brief introduction by CG, presented an informative brief on management engineering activities in the Forces; outlining the scope of such activities and providing examples where management engineering studies had resulted in considerable saving to the department. At the close of the briefing, and in response to comments which tended to indicate that the requirement for management engineering studies exceeds the capabilities of the staff, the DM asked if consideration had been given to hiring consultants. DManEng pointed out that, in general, the hiring of consultants had not proven satisfactory since in most cases consultants were not familiar with the problem and, consequently, considerable effort had to be expended in briefing them. Also, their recommendations tended to be unrealistic.

ITEM III

NON-PUBLIC FUNDS

15. The CDS introduced this item by explaining that the study on non-public funds had been discussed at length by the Defence Staff but it had not been possible to reach a decision in respect of its recommendations until certain further studies have been completed by JAG. He then introduced Admiral Dillon, Chairman of the Study Group, who briefed the Members on the study essentially as reported in the Minutes of the 13/67 CDS Staff Meeting.

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16. At the conclusion of the presentation the Commanders, without exception, endorsed the basic philosophy expressed in the recommendations, noting that considerable further study in detail is required. In general, the Commanders urged that every effort be made to revamp the NPF organization along the lines recommended as soon as possible.

17. The CDS welcomed the remarks of the Commanders and said that, as soon as the studies being undertaken by the JAG are completed on the relative merits of managing NPF activities through a corporate structure as opposed to managing them under section 39 NDA, he would forward the report to Defence Council.

ITEM IV

BRIEFING ON SELECTED DEVELOPMENT PROJECTS

18. DMCS provided the Members with two informative briefings which outlined the status of Canadian Sea Sparrow, and the status of a development program designed to improve high frequency ship/shore communications. Following the briefings the Members expressed considerable interest in the HF communications development program and its possible application to other purposes.

ITEM V

BRIEF REPORT BY EACH COMMANDER

(Secretarial Note: The CDS was absent for this item and the VCDS assumed the chair.)

Maritime Command

19. The Commander Maritime Command reported in detail on the annual Soviet submarine exercises. He discussed briefly the results of the NATO Naval Communications competition, noting that Canada had placed fifth in this competition. He explained that, as a result of participation in Exercise MATCH MAKER, Halifax had been host to a number of foreign ships. He recommended that where these ships had been provided with maintenance services the nations concerned be charged appropriately.

Air Transport Command

20. The Commander Air Transport Command discussed briefly the action taken by his command in the evacuation of the United Nations Emergency Force from Egypt. He stressed that, although this operation had been successfully carried out, it should not be considered a model for possible future operations of this type, since conditions existing in the future may rule out the ability to respond as rapidly as had been the case for this evacuation. The Commander then noted briefly that the resources of Transport Command

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appear to be heavily over-committed over the period of the next 12 months, largely as a result of the increasing requirement to support Mobile Command exercises.

21. He then raised the question of criteria to be used in selecting the wives of serving personnel for the award of the Centennial Medal. Considerable discussion on the procedure to be followed in recommending personnel for the Centennial Medal followed. In respect of the selection of wives of serving personnel, it was pointed out that it was the CDS's wish that recommendations be forwarded only in respect of individuals who clearly stand out as being deserving of some form of recognition. In respect of the award to serving personnel generally, it was noted that the original regulations had been changed slightly which would require Commanders to nominate personnel in the rank of Colonel. CP said that he would endeavour to ensure that adequate instructions are issued as soon as possible.

DC Reserves

22. DG RES reported briefly that the program of summer cadet camps and the cadet exchange program are proceeding as planned. In respect of emergency and survival operations, he noted that the reorganization and re-allocation of responsibilities is proceeding on schedule and that negotiations with DOT are now taking place concerning nuclear detonation and radiation fallout reporting.

Training Command

23. Commander Training Command, recalling remarks made at previous meetings, reiterated his need to adopt a common form of drill for new recruit training. He asked the status of the proposed new drill manual and was told that a draft has been prepared which is scheduled to be reviewed by Defence Council in the near future. The Commander then went on to report briefly on the result of discussions he had held recently with the heads of faculties of a number of universities. From these discussions he concluded that the universities generally favour continuation of the university reserves program and are opposed to the establishment of Chairs of Military Study at selected universities as a substitute for the reserves program. CP pointed out that this was not in accordance with advice given to the Minister by the Association of Universities. The VCDS explained that, to his knowledge, the proposal to establish Chairs of Military Study was being held in abeyance pending completion of the study on officer development by General Rowley.

Materiel Command

24. Commander Materiel Command reported on the status of the rapid inventory disposal program, noting that Phase I comprising a review of depot stocks had been completed and that Phase 2 which involves a review of all surplus stocks is now being undertaken.

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In addition, a disposal review board is being set up to streamline the procedure for disposal of surplus items. At this point DC RES pointed out that a severe shortage of clothing for Reserves and cadets is becoming apparent.

1 Air Division

25. Commander 1 Air Division reported briefly on the loss of a CF104 on 22 May, noting that as a result of this crash the accident rate per 10,000 hours in the Air Division is now .05. He noted that the Wings in Air Division had recently completed their tactical evaluations and that both 3 and 4 Wing had emerged with flying colours. 1 Wing, he observed, had participated in Exercise ROYAL FLUSH, the annual 2 and 4 ATAF reconnaissance exercise, and the squadrons in the Wing had placed second and third within 4 ATAF. He noted also that the Sixth Annual Weapons Meet was currently in progress, and as of that morning, Air Division pilots were leading in both 2 and 4 ATAF.

26. In respect of the re-location of 1 Air Division he reported that a major breakthrough had occurred since the French Air Force had now agreed to vacate Lahr completely by the end of September. All personnel had been moved out of PMQs in Marville by 23 Jun and the buildings had been turned back to the French owners. While this left some 400 families dispersed on the French and Belgium economy, the pending availability of PMQ in Lahr would solve this situation.

Mobile Command

27. Commander Mobile Command reported on the quadripartite land force standardization conference which his command had recently hosted, during which the question of the desirability of continuing the standardization program had been examined. He noted that the United States appears to be fully in support of continuing. In respect of the MALLARD program, he reported that the British had asked that they be permitted to resume participation to the extent of financing 30% of the development. He noted that the US Army is reluctant to allow the British to re-enter the program with a level of effort greater than 15%.

28. The Commander then asked the status of the Mobile Command study on the air structure of the command. The VCDS advised that it is being processed as quickly as possible.

29. In respect of the exercises which he had programmed for the ensuing year, the Commander noted that a conference was currently being convened to examine the total airlift requirements for the next year. He suggested that in conferences of this type it would be most beneficial if his staff could be represented.

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Canadian Forces Communications System

30. The Commander CFCS, noting that the current communications system imposes severe limitations on the passage of high precedence classified message traffic, asked the Commanders for support in the education of staffs in the use of precedence. The communications system, he pointed out, tends to become overloaded when a relatively large number of classified messages are introduced with a precedence of priority or higher. The priority precedence, he explained, is designed to ensure delivery within six hours, while a routine precedence is designed to ensure delivery ~~either within three hours or before the start of work the following day.~~ ^{NO LATER THAN} Traffic analysis has shown that many priority classified messages are being originated which, in fact, either do not require action or cannot be actioned until the commencement of work the following day. The use of routine precedence in these cases would not only be appropriate but would greatly ease the load on the system. He suggested that the originators of messages should always pause to consider whether or not the message could be actioned within six hours before assigning a precedence higher than routine.

ITEM VI

OTHER BUSINESS

Amalgamation of CTS Branch and MATCOM

31. The CDS noted that a proposal to amalgamate the CTS Branch with MATCOM is currently being examined. He noted that CTS has put forward convincing arguments and evidence to the effect that duplication and even triplication exists in the present organization. It is apparent, he said, that much difficulty has been experienced in achieving a satisfactory logistics organization and that it might appear that the proposed amalgamation is merely a fourth or fifth attempt at reorganization. This, he suggested, is not true since the proposal involves simply the putting together of organizations which currently are in existence. While no decision has been taken in respect of this proposal it appears to have many advantages. He noted, however, that its adoption would involve some changes in the command structure in that it could increase to some extent the responsibilities of commanders and would change the working relationships between commands. These factors, he said, were being studied.

CFHQ Reorganization

32. The CDS stated that serious consideration is being given to effecting a degree of reorganization of CFHQ. While it has been generally accepted that CFHQ is a policy headquarters, it clearly has responsibilities which border on the operational, especially in respect of issuing operational policy guidance and providing assistance to commands in response to emergency situations. The staff machinery to carry out this responsibility has proven to be

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inadequate. As an example of this deficiency he noted that, although a number of recommendations had resulted from the play of Exercise FALLEX last year, no system has been available to monitor and coordinate remedial follow-up action. He said that this problem has been under active study within the CG Branch and that a proposal for reorganization will be examined in detail by the staff during the next few days.

Staff Training and Officer Development

33. The CDS explained that Major General Rowley has been appointed to undertake a comprehensive study of officer development and the requirements for staff training. Until General Rowley can take up this appointment Brigadier Wilson-Smith has been commissioned to make a preliminary survey of the problems which exist in the field of staff training and in this regard is undertaking a program of visits to commands and staff training establishments. On the basis of this preliminary survey terms of reference for the study group will be prepared. He said that in the study group he intends to ensure the participation of all appropriate experts in the field of staff training, and that he hoped that the study can be completed by the end of 1967.

34. In respect of the study, and of tentative guidelines for officers' development which had been prepared, he suggested that there are two important factors which should be recognized. First of all he suggested that commanders should not become unduly concerned over the suggested pattern of cadet training since this proposal is very tentative in nature and is intended only to be indicative of the possible trends. Secondly, he said he wished to emphasize again that, at all costs, appropriate expertise must be maintained not only in the Naval, land and air environments but also in the logistics and technical specialties. It is also of equal importance that training be provided to produce a truly unified staff component possessed of a common outlook and skilled in the application of common staff procedures. Finally, he said, there is no question but that operational training will remain the responsibility of and be conducted by the operational commands.

Rank Designation

35. Noting that this is a controversial subject, the CDS notified the Members of his intention to send a personal letter to every officer in the Services explaining the policy in respect of the use of rank designations. In general this policy will stipulate that personnel in formations which operate or associate closely with the forces of other nations will use the rank designation which is most appropriate to the international environment. For example, officers serving in a Naval environment will use Naval ranks. It is possible that they may not in fact be permitted to deviate from the use of Naval ranks. Insofar as the air force is concerned, he expected that air force personnel would use the new rank nomenclature and that in the logistic and technical fields it

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will be up to the individual concerned to determine, in the light of his particular expertise, which rank designation will be most appropriate. In rare cases, he suggested, it may be necessary to order personnel holding specific appointments to use a particular rank title. In virtually all cases, however, the right of the individual must be respected.

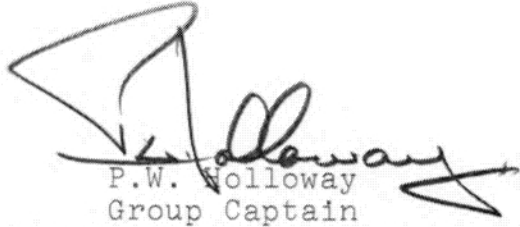
36. CDS reported that, after conferring with representatives of the Naval, Army and Air Force chaplain services, he had decided, with their agreement, that chaplains will adopt and use a common system of rank designation. A similar decision, he said, would be made in respect of medical officers after consultation with the Surgeon General. Finally, the CDS noted that, while Petty Officers in the Navy had wished to change their rank titles, unfortunately this could not be authorized without referring the question back to Parliament. Consequently, no change in this regard can be made for some time.

Expo Guard of Honour

37. The Commander Mobile Command reported on preliminary trials of the new uniform undertaken by the EXPO guard of honour and he invited the CDS to inspect the guard prior to its being mounted for Her Majesty on 3 Jul. The CDS agreed that he would attempt to arrange an inspection for 1 Jul.

Date of Next Meeting

38. CDS explained that no meeting would be held in July and that, as he had explained earlier, the next meeting would be a special meeting which would be scheduled early in August.


P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

DISTRIBUTION

Minister	DC PLANS	Surgeon General
Assoc Minister	DC RES	Commander Mobile Command
DM	DGOR	Commander Maritime Command
CDS	DG Prog	Commander Air Defence Command
VCDS	DIS	Commander Air Transport Command
CTS	SEC DS	Commander Training Command
CP	Mil Sec	Commander Materiel Command
CG	CDS/CR	Commander 1 Air Division
CDRB	DSecDS(MM)	Commander 4 CIBG
DC OPS	CPCS	Maritime Commander, Pacific
DG Fallex	D Hist	Commander CDLS(W) CFSRS
		Commander CDLS(L) PRB

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AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 6/67

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 28 JUNE 1967

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders. <i>Gen. Dore - Report on Training study (10 mins)</i>	Branch Chiefs
II	<u>Report On Management Engineering Activities In The Forces</u> (No supporting data)	<u>CG</u>
III	<u>Non Public Funds</u> (Supporting data distributed)	<u>CP</u>
IV	<u>Briefing on Selected Development Projects</u> a. Canadian Sea Sparrow b. RCN Communications	<u>CTS</u>
V	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their Commands	Commanders
VII	Other Business - <i>CENTENNIAL MEDAL ?</i>	

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ATTACHMENT

ESO	
MA	
ADC	

MEMORANDUM

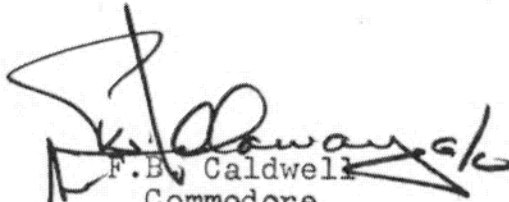
S1150-4110/C47(DSecDS(MM)

31 Oct 67

See Distribution

SUMMARY RECORD OF DISCUSSIONS -
SPECIAL MEETING OF THE CANADIAN FORCES COUNCIL 13 OCT 67

1. The enclosed record of the discussions held at the Canadian Forces Council meeting 13 October 1967 is forwarded for your personal information and use only.
2. It will be appreciated that since the date of the meeting some of the factors presented have been reviewed and amended in the light of further study and hence this summary does not now represent the latest thinking on all recommendations. It does, however, represent the presentations given to that meeting of Canadian Forces Council and the background from which Commanders made comments and replies were given.
3. Discussion is continuing with the Minister and with Treasury Board with a view to resolving the problems of budgetary restrictions vs force structure. It is probable that these discussions will lead to firm decisions during the course of the next two or three weeks after which it would be possible to provide a further briefing to Commanders.


F.B. Caldwell
Commodore
Secretary Defence Staff

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CTS	1
CG	1
CP	1
Commanders	1 ea
Surgeon General	1
DC RES	1
CDRB	1
DM	1

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SUMMARY RECORD OF DISCUSSIONS
OF A SPECIAL MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 13 OCTOBER 1967

Canadian Forces Headquarters
OTTAWA, Ont. 31 October 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lt General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Rear Admiral WJ Elliot	Surgeon General
	Major General MR Dare	Deputy Chief Reserves
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Major Gen RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Air Vice Marshal AC Hull	Commander Air Transport Command
	Air Vice Marshal RJ Lane	Commander 1 Air Division
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Major MF Whiting	(Military Members)

IN ATTENDANCE

Mr. EB Armstrong	Deputy Minister of National Defence
Dr. RJ Uffen	Chairman Defence Research Board
Rear Admiral JA Charles	Commander Maritime Pacific Command
Commander EJ Semmens	Deputy Commander CFCS
Colonel LA Bourgeois	DIS
Mr RL Raymont	ESO/CDS
Commander PEG Simard	MA/CDS
Rear Admiral RW Timbrell	DC PLANS
Maj Gen NG Wilson-Smith	DC OPS
Air Vice Marshal GS Austin	Deputy CG
Mr. HB Robinson	Deputy Under Secretary of State for External Affairs
Mr. JS Nutt	Department of External Affairs
Commodore HA Porter	DGMF
Brigadier WK Lye	DGLF
Air Commodore W Carr	DGAF
Commander SM King	DG Prog
Colonel JME Clarksen	DG Prog

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SUMMARY RECORD OF DISCUSSIONS
OF A SPECIAL MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 13 OCTOBER 1967

INTRODUCTORY REMARKS BY CDS

1. CDS opened the meeting, welcomed members, and outlined in general the resultant effects to the Canadian Armed Forces of the current budget squeeze.
2. He hoped his briefing would not be interpreted as a threat on the part of the military to resist a reduced budget. However, he noted that Cabinet have recently reaffirmed the Government's intention to remain in collective security arrangements including UN, NATO and NORAD. He explained that the question now facing the forces is whether the proposed budget will permit a viable contribution to these commitments from a military, an economic, or a foreign affairs point of view. CDS then continued with an examination of the implications on military commitments of 1968/69 resulting from defence estimates which total 1.72B.
3. An estimate target of 1.72B represents a reduction of about 8% in terms of buying power over last year's budget. If one takes into consideration the anticipated supplementary for 1967/68, the real reduction in buying power represents a reduction of at least 10%.
4. A reduction of this magnitude poses some fundamental problems. It is first of all important to note that over the last few years the armed forces have reduced in strength from about 125,000 to about 106,000 service personnel without any substantial reduction in commitments. This reduction was made possible mainly, although not completely, by economies inherent in unification. However, one cannot continue each year to find economies that will make the difference between a budget escalated at 2% and the greater percentage effects of inflation. Unless inflation stops, or is reduced to 2%, a 2% yearly increase in the defence budget means a gradual reduction in military effectiveness. This will result, sooner than later, in a withdrawal from one of our major commitments - NATO, UN, or the defence of Canada.
5. In studying the shape of military force that might be possible within the budget ceiling several assumptions and factors were taken into consideration - in addition to the basic assumption that some contributions to NATO, NORAD and UN must be continued.

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6. It would, of course, be possible to maintain the present strength of 106,000 if very little money was spent on capital. Conversely, it would be possible to spend a great deal of money on equipment by greatly reducing strength. Obviously, neither extreme is desirable. The problem - and it is an extremely difficult problem to solve - is to find the optimum mix between resource expenditures for capital equipment on the one hand and for personnel and O&M expenditures on the other. In trying to solve this problem, the principle was adopted that personnel must be equipped and trained with modern weapons and that they must be so equipped by 1972/73. A part of this concept is that enough money must be allowed in O&M to properly exercise our forces. There is little more injurious to morale and thus military effectiveness than inappropriately or inadequately exercised servicemen.

7. Associated with the question of providing modern equipment is the question of whether the Canadian Armed Forces should buy off the shelf or undertake some development and production in Canada. The advantage of buying off the shelf is that it is usually cheaper. The disadvantage is that the item frequently does not meet Canadian requirements completely. A further disadvantage is that the development work, and also frequently the production, would not be done in Canada. Aside from the obvious advantage of keeping Canadian scientists and engineers employed in development and Canadian factories busy in production, there is the additional advantage of possible foreign sales. There is, in all probability, a correlation between Canadian military procurement and sales of made-in-Canada military equipment to other countries. T33s, 104s and CF5s are examples. The lower the Canadian Armed Forces budget for capital expenditure drops, the less is the chance of sales to other countries. It was, therefore, assumed that some proportion of the budget should be set aside for development and the additional cost of Canadian production.

8. The next factor brings into sharp focus military requirements which conflict with political requirements. Even when the Canadian Forces had 121,000 personnel, the number of bases, stations and camps operated by DND was excessive from the point of view of economical operations. Now, with a greatly reduced projected strength, it is obvious that a reduced number of bases will suffice. If the Forces reduce to 96,000, the reduction from 121,000 will be 25,000 personnel. Given an average service strength of 2,000 per base, 12 or 13 bases should be closed. Add to this the fact that larger bases are desirable, because they are more economical to run, there is a resultant impelling reason, from a DND point of view, to close several bases. It takes very little study to determine that on these grounds Summerside, Moncton, perhaps Cornwallis, a depot in Montreal, Val D'Or, Picton, Cobourg, London, Kingston or Clinton, Portage la Prairie, Rivers, Dundurn, Calgary or Edmonton, Vancouver, and at least one of the

military colleges - Royal Roads, RMC or CMR should be closed. In addition, the Armed Forces cannot afford to keep all of the radar stations and should close six. Further detailed study might disclose the possibility of additional closings. It is fully appreciated, however, that from the point of view of the economies of most of the communities concerned and further general political reasons, it would be very difficult to close many of the bases. However, to the extent that they are kept open the operational effectiveness of the Armed Forces suffers, because the cost of operating these bases diverts funds from operational equipment and operational exercises. In fact, it would be more economical to grant the communities a subsidy in lieu of operating a base. A possible solution is to take positive steps now to attract other enterprises to the selected areas and phase the bases out as the economic effect of these enterprises is felt. In spite of these considerations, however, it is felt that the immediate closing of a number of bases must be recommended.

9. Closely allied to the question of the number of DND bases is the more general question of whether Canadian Forces should be spread thinly over most military activities, or whether they should be concentrated on fewer activities - that is, should facade be maintained or fewer, but operationally effective units. It was assumed that something more than a facade was required - yet further reduction in NATO Europe and NORAD comes dangerously close to a facade - a presence which might be useful from a foreign relations point of view, but which is so thin it has little, if any, military significance. What will be proposed comes very close to the facade - and any further reductions or even what is proposed might warrant considerations of pulling right out of Europe or NORAD or reneguing on the declared intention of maintaining forces for UN activities.

10. Another general factor concerns the amenities offered to servicemen - those things in service life which contribute directly to morale and well-being. This factor concerns not only pay and realistic expense allowances, but the hospital, schooling, recreational and normal community facilities, appropriate uniform and working clothes, working conditions and equipment, pensions and other benefits. Canadians live in an affluent country. If the Forces are to attract and hold Canadians in the services on a volunteer basis they must provide benefits that correspond to their counterparts in civilian life - in fact, in many cases the Forces must do better than civilian life to make up for the rigours and dislocations of service life. It is obviously more economic to keep the turnover of servicemen to a minimum than to have to train a large number of recruits each year. The budget must, therefore, allow for the cost of reasonable amenities.

11. CDS outlined his final introductory point - the extremely adverse effects of frequent changes in the DND budget. In order to make most economic use of resources and, of equal importance, in order to provide stability of employment for servicemen, plans must be made on a five-year basis. To do otherwise is most uneconomic because of the long lead times involved in acquiring equipment and in opening and closing bases. With the advent of unification, reductions were planned from 121,000 servicemen to 111,000 - based on the economies of unification. Later when it was believed that a budget in terms of constant dollars might be achieved the situation was re-assessed and it was determined that the forces would carry out their commitments with 105,000. The force structure and equipment buys were planned on this figure. Then the current budget ceiling was received. As this ceiling makes mandatory a strength of 96,000, a completely new capital acquisition plan and force structure must be designed. These changes are not only most unsettling to personnel but are also most uneconomic because money may be spent on items which might not now be needed. These circumstances are recounted, not to register a complaint, but to support a request that the forces be given some fairly firm indication of budgets for the next five years and which can be used for planning purposes.

ITEM I

1968/69 BUDGET AND FUTURE PROGRAMS

12. Major General Wilson-Smith introduced this item. He explained to members that escalating costs and a shrinking dollar, working within a fixed budget ceiling, has meant that for the last ten years the Canadian Armed Forces have annually been reducing in size, equipment or capability. Before integration, the Navy and the Air Force reduced their units but kept equipment purchases up. The Army on the other hand kept its units intact but reduced spending on new equipment. With integration, the policy adopted, in general, was to keep equipment buying high, and absorb the dollar loss by reducing personnel. The economies which integration made possible permitted a reduction of establishment from 126,000 to 111,000 with no great loss in operational effectiveness.

13. It was hoped that the strength level could be stabilized at 111,000 by the application of the 2% annual decrease in budget which the government provided to cover inflation, and by the granting of supplementary budgets where needed. Manpower allocation within a 111,000 ceiling were made to Commands a few months ago based on this assumption.

14. It soon became clear, however, that the 2% factor would not cope with rising costs, and that the government would not grant automatic supplementaries to make good the difference. Further personnel reductions was therefore necessary. The Minister's Planning Guidance issued this Spring, called for a figure of 105,000 and planning was commenced to produce a force structure to fit this new ceiling.

15. Before this restructuring progressed very far, however, it became clear that even the 105,000 level could not be sustained if the budget remained fixed, therefore, plans were discussed to reduce further if more money could not be obtained. The figure of 102,000 appeared to be a reasonable figure at which the present commitments could be sustained. By now, however, this was no longer a paper exercise because the actual strength of the forces was in the area of 106,000. Adjustments in recruiting were therefore introduced so that the manpower would waste to 102,000 by the end of this present fiscal year.

16. In mid-September came direction that government spending in 1968/69 would be cut and the forces were directed to plan for a reduction in the Defence budget of \$105 M. It was decided that the policy of keeping equipment purchases at the present level should be retained and the reduction should be met by a further personnel rundown and by base closures. Only if these fell short of the financial limit would capital spending be reduced. It was decided to rundown as shown on the chart at Annex A, by 1 April, 1968 strength would be 102,000 and by 1 April, 1969, 96,000.

17. It was evident, however, that if there was to be no increase in the budget to cover rising costs and inflation, a further rundown would be inevitable each year. A small group was detailed to study and to determine the scale of this rundown and to consider the type of guidance and direction that would be required in order to produce a force structure to meet this dynamic situation. They were told to assume capital spending at its current level of 19% of the budget and to show what the force strength would be in successive years. Their assessment is shown by chart at Annex B.

18. When planning was about to commence, the Deputy Minister's Office directed that planning, for the moment at least, should assume a constant strength of 96,000 military and 30,000 civilian after 1969. This of course will require the government to increase the force budget annually by the amount of inflation. Current force planning is based on this assumption.

19. The planning sub-group had been directed to produce an assessment of tasks and commitments and the contribution which each component of the force made to them. This was done to determine the priorities which would guide our rundown. A chart, at Annex C, was produced to show this relation of tasks to forces. It has guided the thinking in producing the current force structure proposals.

20. Major General Wilson-Smith now showed the force structure planning which has been done. He explained that there are three options open to the government:

- a. One - to retain forces which would sustain current commitments to NATO, NORAD, Defence of Canada, etc. As indicated earlier this would require a minimum strength of 102,000 and, of course, more money.
- b. The second option is to reduce to 96,000 to fit the money available, by eliminating all or part of an entire function such as withdrawing the Brigade or Air Division from NATO, making a large cut in Canadian ASW capability, or some other similar amputation. The remaining commitments would be left untouched.
- c. The third option is to have a general rundown based on the broad priorities indicated on the chart at Annex C, with all commitments and tasks being effected to some degree.

21. The first course is the one recommended by the CDS. If money is not provided, however, then Option 2 or 3 will have to be followed. Option 2 is more clear cut and is less undesirable from a purely service point of view. Option 3, however, seems to be the one desired by the government so the force structure proposal is based on a general rundown which favors those components which contributed most to flexibility and general utility.

22. Major General Wilson-Smith then reviewed the situation in respect of each of the commands as follows.

Air Defence Command (Shown at Annex D)

23. The reductions will produce a significant lowering of the Force effectiveness of Air Defence Command and any further reductions would have to be put in the category of seriously damaging our capability. The closing of six radar sites, added to those which have already been deactivated, means that 36% of long range radars will now be gone. The removal of these six radars lessens the effectiveness of frequency diversity and triangulation procedures.

24. The 50% reduction in the electronic warfare squadron almost cuts in half the capability for exercising the Canadian system in electronic countermeasures. This will have an obvious effect on training and therefore on standards of proficiency. It can be expected therefore that the future will bring depreciated standards and hence a lowered capability.

25. Closing Val D'Or will have a significant effect on Northern NORAD Region unless the US elects to use it as a forward deployment base. All of these reductions are within tolerable limits but it must be recognized that the Canadian Air Defence capability has been both diminished and degraded.

1 Air Division (Shown at Annex E)

26. The reductions in the Air Division were made possible by the application of sound management techniques and are resultant from the concentration of 1 Air Div in Germany. It was brought about through centralization of activities, and as far as can be determined, there is no significant loss in capability. Some time in 1969 however, the Air Div will be reduced from six squadrons to four. This will represent a very large reduction in Canadian contribution and a very large deletion from SACEUR's total force. Over the space of a few years Canada will have reduced an Air Division from 12 to 4 squadrons.

Maritime Command

27. In considering the rundown of Maritime Command certain principles were followed. First, if Canada is going to have a small force it should be equipped with the most modern and effective equipment possible. Second, the future development of Maritime Command should attempt to broaden the base of operations of that Command so as to make it more flexible but without seriously degrading its ASW capability. For these reasons, for example, continuing with the construction of the 280 Class DDH was favoured. The reductions which are being proposed for this Command are shown on chart at Annex F and are generally proportionate to reductions elsewhere in the Force.

28. The effect of laying up 3 DDEs and 1 DE is to remove the establishment positions which have been earmarked for the commissioning of the 4 280 Class DDHs now in production. This means that when these new ships come into service an equivalent or greater number of current DDEs must be retired.

29. The removal of the 21 Neptunes from operational service, and the redeployment of Argus reduces Canadian patrol capability on the East Coast by about 40%. The other measures shown i.e. the reduction of Trackers and the Rescue Co-ordination Centre will have no serious operational effect.

30. In order to reduce Maritime Command so it can be included within our overall ceiling of 96,000, it is necessary to lay up the equivalent of 3 DDEs. The Maritime Commander will be asked to consider this and to prepare a plan which will provide for this reduction in equivalent terms in both personnel and O&M costs. If the Maritime Commander can demonstrate equivalent savings in both these areas and particularly in O&M, he would be permitted to operate as many escorts or other ships as he is able. Some of the measures which appear available to him to avoid actual laying up of three ships are: a reduction in training courses, modification of the cyclic system, amalgamation of the MARCOM and YARDLANT staffs, and reduction of West Coast activities perhaps to the

extent of the closing of activities at Esquimalt and operating the West Coast as a deployment from Halifax. All these points will be discussed in due course with the Maritime Commander and his advice and proposals sought.

31. The reductions in Maritime Command represent a serious degradation in Canadian capability to meet requirements. The withdrawal of surface ships and the reduction in Neptunes may well call into question the ability to retain command of the Canadian sub area of SACLANT's command. It is quite possible that in reviewing the size of Canadian forces against the forces required to defend this vital sub area, SACLANT may conclude that he must restrict the area allotted to Canada or remove from her the responsibility for its command.

32. The above are the budget squeeze implications on Maritime Command. Further reductions of capability will be shown when capital equipment is considered.

Mobile Command

33. A year ago a structure for Mobile Command was approved which called for a total requirement of 37,400 though it was recognized even then that level would not be reached. Since that time the additional commitment of providing an Air Transportable Brigade Group to the ACE Mobile Force on the North flank has been approved.

34. Mobile Command is now asked to accept all of these commitments plus that of training all its personnel beyond the basic recruit level to run the Combat Arms School, the School of Artillery and to do all this with a strength not to exceed 26,000 which includes 2,000 trainee positions. This quite clearly is an impossible task and can only be done by removing commitments, or at best seriously degrading ability to meet them. The Commander Mobile Command is asked to reduce the Brigade in Europe by 10% and to reconfigure all the forces in Canada. Detailed planning on this new structure has yet to be done, and until this is completed the full impact on operational effectiveness can not be assessed. Certain general observations can be made however:

- a. The new strength and structure of Mobile Command imposes severe, if not impossible, rotation problems particularly in Infantry. Trying to maintain four major units abroad, three in Germany and one in Cyprus, from a small base of units in Canada may well prove beyond capability. This must be studied further.
- b. As far as the NATO commitment is concerned it must be noted that not only has the brigade been reduced by 10% but the potential has been seriously reduced and the ability to send the 1200 men needed to bring

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the brigade to fighting strength, virtually eliminated. This excludes consideration of the 3,000 odd first month's requirement for replacements. The brigade now must fight with resources on hand. The net degradation in operational effectiveness is hard to assess but in certain instances it could be the equivalent of 50%. The seriousness of this can not be overlooked.

- c. Absorbing the Combat Arms School and the School of Artillery and moving them to Camp Gagetown, as is the proposal, cuts very seriously into 3 Brigade's capability. Options available dictate having a third Brigade in Canada operating at greatly reduced strength, or of eliminating the Brigade altogether in order to produce stronger forces in the remaining units. Commander Mobile Command has produced an outline structure which retains the third Brigade in skeleton, but he will be asked to reconsider this structure in the light of eliminating the Brigade at Gagetown and turning Gagetown into a training base only. If this course is adopted, consideration will be given to merging the basic training centre at Cornwallis with Gagetown.
- d. In order to meet the ceiling it is necessary to make a serious reduction in the service support units of Mobile Command. Force capability for providing service support will in fact be cut in half and a large part of what is left will be merged with base support. No more support troops will be provided than those necessary to sustain one expeditionary Brigade and this will be possible only by pooling all the resources in Mobile Command. This is acceptable under present commitments but it does mean that Canada will probably no longer be able to meet a UN commitment such as that provided to UNEF.
- e. The numbers cast serious doubt on the ability to provide a Canadian airborne regiment, certainly as this unit is presently conceived. Such a unit could only be managed if its strength were greatly reduced and this casts doubt as to its usefulness at all. The matter will be discussed further with the Commander Mobile Command.
- f. There are many other operational limitations i.e. shall not be able to maintain a UN standby battalion, the AMF commitment must be reduced, and should an emergency occur when a battalion is deployed in Cyprus and a force earmarked for AMF the defence of Canada commitment will be seriously impaired. As indicated, it is too early to assess fully the implications of this greatly reduced Mobile Command.

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35. Other methods of improving operational effectiveness while still making economies are under examination. A Study Team is now being formed to which the Commanders of Mobile Command and the Air Division will be requested to contribute. This team will be asked to study a redeployment of the Brigade in Europe. It is felt there are many operational and logistic advantages to a redeployment to say nothing of the economic and psychological ones. It is proposed that 4 CIBG be moved South bringing it into close association with 1 Air Division.

36. Such a move would enable renegotiation of a new role for the Brigade and one which could better use its mobility. Further, it would be on a US supply line which better matches its equipment. The only piece of British equipment now employed is the obsolescent Centurion Tank and a change in tank equipment would be proposed to dovetail with the move. Savings in personnel will be possible through having a single Canadian Forces Base Europe and a Headquarters Canadian Forces Europe could then be formed which would have under it the Base and two tactical headquarters - one land and one air. This would put the entire Canadian Forces in Europe on a single supply line, within a single command structure, and the whole operating under a less divided NATO command system. The proposed reduction to Mobile Command is shown by chart at Annex G.

Transport Command

37. The reductions proposed for Transport Command are nominal and should have no significant effects on operational commitments. These are shown at Annex H.

38. Reductions proposed for Commands and Headquarters not yet mentioned are shown at annexes as follows:

Training Command	- Annex J
Materiel Command	- Annex K
CFHQ and Misc.	- Annex L
Trainees, ROTP, Terminal	
Leave and Part II	- Annex M

As can be seen, the Forces rundown will have an effect on all operational commitments. There is, in addition, a general effect on the overall flexibility and ability to accept unexpected commitments. In the past it has never been necessary to refuse a commitment and the Forces were always able to stretch and cope with emergencies. The rundown from a proposed establishment strength of 111,000 to 96,000 completely removes this flexibility and elasticity. Running down to 102,000 would give a shorter piece of elastic but it would still have some stretch in it to meet emergencies. At 96,000 however, an even shorter piece is left which is stretched tight. There is virtually nothing left to meet emergencies that are not already planned for.

39. The implications of the rundown on operational commitments and on base requirements have been stated. There are many other implications, particularly on the personnel side.

40. A rundown of this nature will have an adverse effect on morale. Large numbers of officers and men and their families are going to be affected. Men will have to remuster to other trades, officers to other specialties - even to other services. Families will be moved as Bases are closed. To all this will be added the discouraging prospects of being part of a reducing force, and the effects this has on general well-being and future career prospects.

41. Effecting a rundown as rapid as this one will throw the trade structure out of balance. Just how far out of balance it will get it, is too early to tell but the scale of rundown proposed, added to the fact that the trade structure has not yet stabilized from the effects of integration, will impose very serious problems and there will be surpluses of specialists that may prove difficult to absorb.

42. The rank structure will also be thrown out of gear though this is not as serious a problem and will correct itself more quickly through normal attrition. The permissible rank structure required in a Force of 96,000 cannot be merely a proportionate scaling down. The Force must be permitted to retain a higher proportion of senior ranks than it has at present, both to preserve the command structure and to maintain some semblance of career stability.

43. A further problem is the effects this rundown will have on the recruiting and training machinery. A recently reached high level of recruiting has been achieved. This had now been cut back and will remain low at least for another 18 months. Then it must revert back to a high level again to maintain strength.

44. Recruiting is a highly complicated operation and does not lend itself to rapid shifts of policy.

45. These are but a few of the personnel implications. There are a great many more. It is clear that the bulk of the problems and the tangle of continuing ones which will arise from this rundown will fall on the personnel staffs.

46. A summary of the proposed military reductions is shown at Annex N. As can be seen, there are 2,000 positions in excess of the planning figure of 96,000. One of the most significant implications of the strength rundown is base redundancy and planning on this is now in its early stages. Defence Council approval has been obtained to submit to Cabinet for decision the following Base closures:

Rivers
Picton
either 25 COD or the Naval Supply Depot at Montreal
either Cobourg or London
Summerside
Val D'Or
Camp Dundurn

47. As further Base closures will be necessary to accommodate the rundown, a number are now being considered but final decision cannot be made until the force structure has been studied further. Those under consideration are:

Cornwallis and St. Jean
McGivney
Moncton
Charbonette St. Montreal
Clinton
Shilo
Edmonton Griesbach
Work Point
Royal Roads

48. Base closures will provide a reasonable number of positions but will still leave a personnel shortfall. Desirably this shortfall should be found from the Support Commands and the administrative base.

49. Some reductions in Air Transport are possible if the retirement of obsolescent aircraft can be accelerated and the remaining resources redistributed. Some further paring of strength may be possible as a result of reduced activity because of the smaller total force strength. It is obvious that only minor savings can be achieved from this Command, however, unless a reduction in strategic transport is accepted and present resources are already too small.

50. In Training Command, further reductions can perhaps be found from the reduced training load in the smaller force. It may be necessary to make a complete reassessment and reconsider the training philosophy and present policies. Is a training pool that is 13% of our force strength realistic? Some reductions can perhaps be made but it may be necessary to go further and question the validity of this luxury at all, except for certain select trainees such as pilots. Possibly a large number of trainees may have to be included on the strength of the Operational Commands. This would give them a bit more flexibility in how and when they trained their personnel, but it would result in units being under-manned when men were on course. It is recognized that this would impose great problems and would, moreover, be a difficult system to administer. There is then the question of whether a force of 96,000 can afford a separate Command to run training. It may be necessary to merge Training Command HQ with CFHQ or alternatively move Training Command HQ to Ottawa. The Dare Study is looking into this question.

51. Materiel Command will be merged with the CTS Branch at CFHQ but the savings from this have already been included in the present planning. Further savings will come from the DEVIL programme through the reduction in supply depots. This programme will be speeded up as far as possible but large savings in the next year or so seem unlikely.

52. CFHQ has taken a 10% cut in establishment and this is now being implemented but further reductions may be needed. CTS Branch is the biggest branch and is therefore a prime target. It employs a large number of engineers and technical officers in administering the equipment programme. The Naval Central Drawing Office, for example, costs \$2 M. per year to operate. As long as a development programme is maintained and as long as Canadian industry participates in defence production, a large reduction in these staffs is not feasible. With a 96,000 man force, however, it may be necessary to look at the present policy more critically. All needs could be filled by buying off the American shelf thus permitting reduction of the development budget to almost zero and the cut of engineering and technical staffs dramatically. Such a major policy change would have far reaching effects on the national economy, however, and would place the Defence Research Board and the Department of Defence Production in an anomalous situation - neither would in fact be needed. Savings from such an extreme change of policy are obviously far in the future.

53. The mass of CFHQ units - the recruiting stations, personnel units, liaison staffs, etc - will all be critically examined in the light of the reduced force. Some savings may be found. The medical establishment and the hospitals will be reworked and some further savings uncovered. It is difficult, however, finding savings from a series of small units. Most of these units require their present manpower regardless of the overall strength of the force. It may be found that savings are possible only by eliminating entire functions.

54. There is not too much potential for reduction in the category of trainees, ROTP, terminal leave, and Pt II. Some reduction in trainees is possible, ROTP has already been reduced, and terminal leave numbers will tend to rise in the next year or two. The Part II establishment has many demands on it but some reductions may be possible when present study groups complete their tasks.

55. The support and administrative portion of the establishment will come under rigorous scrutiny and every possible man who can be reasonably spared will be extracted. If this doesn't achieve the 96,000 ceiling, however, the only alternative will be to return to the Operational Commands for more cuts. It is hoped that this will not be necessary.

56. Major General Wilson Smith then examined the capital situation.

57. In a normal year program capital spending is proportioned at about \$31 M. If personnel can level out at 96,000 it is proposed to sustain capital spending at about this amount. The program is divided into six parts.

- Development
- Construction
- Maritime Requirements
- Land Force Requirements
- Air Requirements
- General Requirements

58. Obviously the amount assigned to each varies, but an average over the past year or so indicates the breakdown, shown at Annexes O and P attached. Further trends will emphasize spending on Land Force requirements and proportionately less on the others, though it will be a year or two before any decisive reapportionment can be made.

59. As discussed earlier, the policy is to retain capital spending at its present level. This is the desire, but it is not capable of fulfillment. Escalation of costs will require cancellation of entire programmes. Further, if personnel could not be reduced in concert with the money rundown, capital must make up the difference. This will be the situation next year which will start at 102,000 and end at 96,000. An average strength of 99,000 will therefore be paid and means that some 70 odd million must be trimmed from the capital budget to balance the estimate for next year.

60. Development has been reduced to \$15 M. and construction to \$20 M. This means that for next year only 226 M. can be spent for equipment. Programs could be deferred to the following year to meet this reduced figure but this would only build up a large bow wave that would be pushed ahead for years. It was decided, therefore, that as far as possible, deferrals must be generally balanced by cancellations so that the overall program structure was left generally intact.

61. To find the 70 M. in next year, the equipment program was reviewed first to find economies or reductions that could be made as a result of planned reductions - the withdrawal of Neptunes for example. Priorities were then reassessed, deferrals and cancellations considered. The state of planning is shown on Annexes Q, R, S and T.

62. Major General Wilson Smith concluded his presentation by observing that the proposed reductions have brought the Canadian Forces to within a million or so of meeting next years reduced equipment budget and it is hoped there will be no further assaults on it. The program for the next five years must now be reworked and that will start as soon as all these or other measures have been approved.

63. Commander Materiel Command opened the discussion by commenting on the proposed reduction of personnel within his command. He explained that the current activities of warehouse consolidation and amalgamation of MATCOM and CTS will result in overall increased efficiency of the system and economy in the use of buildings. He pointed out, however, until a single integrated supply system is in effect, the present individual service supply procedures must be retained. Thus no significant reduction could be made in depot personnel without jeopardizing the supply of the operational forces. He requested that Commanders make known to their organizations that, as personnel reductions take place, supply response will be retarded and plans when devised by operational commands must take this delay into consideration.

64. Commander MARCOM explained to members that Canadian Naval Forces were playing a vital part in defence of the Northern sea approaches to the continent. The withdrawal of all or part of the Canadian resources, or degradation of the role played by the Canadian Forces would result in a correspondingly increased demand for US resources to fill the void. He explained that, as a result of US commitments in Vietnam with the demand for US sea, land, and air resources in that theatre, Canadian withdrawal or reduced participation in the sea defence of North America might well, by the US, be considered an unfriendly act. Commander MARCOM observed further that if the Canadian role is changed both the government and the public should be fully informed of all implications associated therewith including the increased danger or vulnerability of Canadian shores to unfriendly countries. He warned members of the devastating blow which would result to the morale of naval air personnel if their role was degraded, explained that cancellation of one OSS would represent false economy, considered that Restigouche conversion was necessary for the long term maintenance of Canadian Naval resources. He pointed out that in his opinion the CL41 program proposal should be reviewed in the light of the current situation and priorities established since a new aircraft will soon be required to sustain the over water role of the Canadian Naval forces.

65. The DM noted that there would be insufficient personnel to man all the new ships under procurement. He suggested that a plan should be made to provide for complete manning or else the purchase of ships should be cancelled. The CDS explained that the maintenance of an up-to-date fleet must be planned with a twenty-five year life of ships in mind. It is

impractical to convert ships now in the fleet and the procurement of new ships cannot be cancelled. He also considered that the manning problem could be overcome by a phasing in program.

66. CDS observed that, the argument that Canadian Naval resources were employed to defend sea approaches thus releasing US forces for service in Vietnam was not viable and, probably, would be considered by the public as indirect Canadian participation in the Vietnamese conflict.

67. Commander Air Defence Command observed that the proposed reductions appeared to represent approximately a one-third loss in air power. He explained that his command operates at a high manning level and consequently reductions may well result in surplus tradesmen. He agreed that priorities for tasks and resources should be established. He explained to members that NORAD represented an integrated system of defence and outlined the comparative effects on this system of a general thinning, i.e. deletion of six Canadian radar stations, over the entire Canadian area of responsibility as opposed to the closing of a block of six radars from one specific area. He pointed out, however, that if the effectiveness of the system was to be retained the deficiency created by loss of six Canadian Radar sites must be compensated for by the employment of additional US resources. In addition, the closing of Val D'Or would represent a substantial loss to NORAD. He concluded by observing that, in his opinion, unilateral action on the part of Canada to reduce support to NORAD is wrong and should be taken only after consultation and, if possible, agreement with US authorities.

68. Mr. Robinson, Department of External Affairs, questioned the legality of unilaterally deleting Canadian support from NORAD and felt that Canada had a legal obligation to the US to maintain an agreed level of support. This matter must be looked into.

69. Commander 1 Air Division commented briefly on the serviceman's pride in his profession; this pride is an invaluable asset and can be maintained only as long as serving personnel feel that they are professionally competent and engaged in realistic tasks which are within their ability to fulfill. He requested that the level of professional standards be maintained, that resources not be whittled away and that if reductions are required the tasks or commitments be similarly reduced so that they remain within the capabilities of units committed to them.

70. CDS observed that the figures concerning MOBCOM reduction were really misleading and in effect the command was being reduced by at least 18%. He also explained that the Reserve Force program was under study and when the results of this program are acted upon they will result in the automatic reduction of the

Militia by about 10-15%. This will parallel the proposed reduction of Auxiliary Squadrons. He explained that the re-adjustment of administrative functions will compensate for Reserve Force reductions, and pointed out that the Militia will occupy an increasingly more vital role in the defence of Canada because, as Regular Forces are reduced, the void must be filled by Reserve components.

71. Commander Mobile Command stated that the proposal, insofar as his command was concerned, would mean the reduction of one operational brigade and stressed that the impact of this on Canada's external commitments must be clearly defined to the Government.

72. He outlined the present commitments of Mobile Command:

- a. NATO Central Front
- b. ACE Mobile Force
- c. UN Standby Force
- d. Defence of Canada Force.

73. He considered that Mobile Command could be reorganized to meet these obligations, but pointed out that the critical factor was the lack of ability to maintain the force abroad. If the Forces were reduced by a brigade in Canada, the rotation of personnel overseas under the present system would become a formidable task. The Commander also considered that the proposed reduction would have a serious effect on morale and requested consideration be given to retaining the Airborne Regiment, if necessary as a single battalion. He was of the opinion that an airborne unit, with the type of adventure training it provided, would assist in stabilizing morale in Mobile Command.

74. Commander Training Command was of the opinion that 10% of the force engaged in training duties was not out of proportion and that such a force was capable of training personnel more efficiently than operational commands.

75. All Commanders agreed that the situation was critical and unless handled with extreme care could result in a blow of such magnitude to the morale of the Canadian serviceman that leadership, regardless of its excellence, might be unable to counter and could result in virtual disintegration of the Canadian Armed Forces. They requested that this be made abundantly clear to the Minister, and to the Canadian Government. They agreed that the strength of 96,000 represented the lowest possible level for Canadian Forces and if further reductions were required major deletions in Canadian operational commitments must be made.

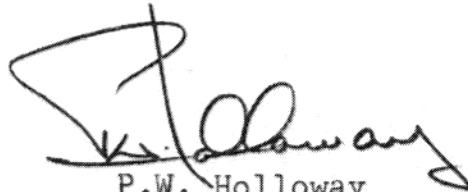
76. The CDS thanked the members for their comments and stated

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that they were of great assistance. The next step was to present the proposal to the MND, followed by a hearing of the Cabinet. During the presentation to the Cabinet the CDS stated that he would try to arrange for the attendance of the operational Commanders.

77. CDS concluded by announcing that the next meeting of the Forces Council would be on 24 Oct 67 and on that date there would be a dinner for Mr. Hellyer, the former MND. All Commanders were invited to attend.



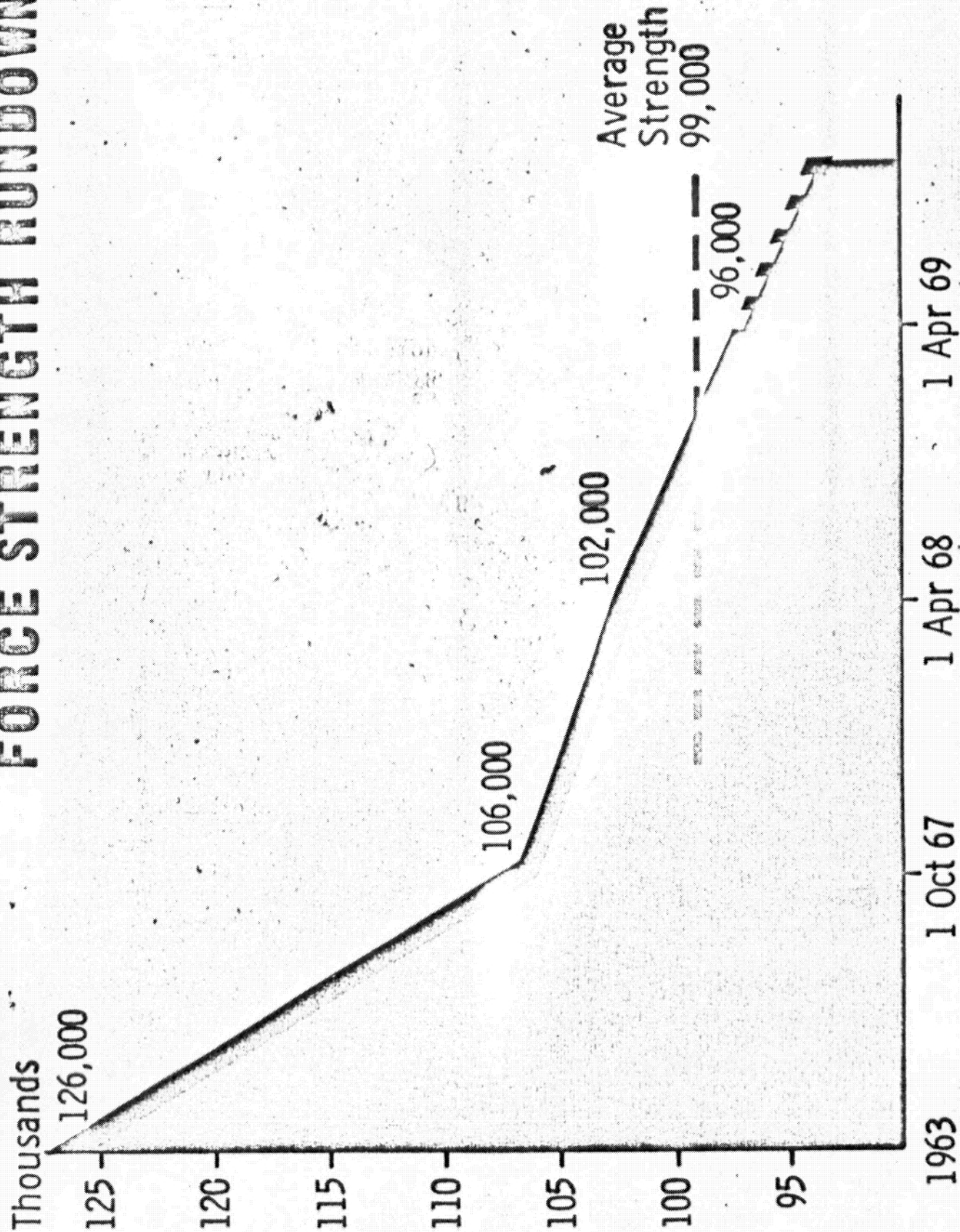
P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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ANNEX "A"

FORCE STRENGTH RUNDOWN



CONSTANT % Capital dollars to People dollars

RESOURCE CONSTRAINTS

	62/69	69/70	70/71	71/72	72/73
Military Pers	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200
Civilian Pers	\$1,300	\$2,500	\$2,500	\$2,500	\$2,500
Capital	\$200 M	\$223 M	\$263 M	\$253 M	\$239 M

NOTE: Capital purchasing power expressed in 1968/69 dollars.

THE RELATIONSHIP BETWEEN MILITARY TASKS AND OPERATIONAL ACTIVITIES

ANNEX "C"

MILITARY TASKS	OPERATIONAL ACTIVITIES									
	01	03	05	07	09	11	13	15	17	Reserve Forces & NSAWS
A1 Aid to Civil Power		X X X X	X X	X X X	X X X	X X X	X X	X X	X X	
A2 National Survival		X X X X	X X	X X X	X X X	X X X	X X	X X	X X	
A3 Surveillance		X X X X	X X	X X X	X X X	X X X	X X	X X	X X	
A4 A Air Defence		X X X X	X X	X X X	X X X	X X X	X X	X X	X X	
A4 B ASW		X X X X	X X	X X X	X X X	X X X	X X	X X	X X	
A5 Protect Sea Approaches		X X X X	X X	X X X	X X X	X X X	X X	X X	X X	
A6 Counter Lodgements		X X X X	X X	X X X	X X X	X X X	X X	X X	X X	
B1 Mech Land NATO	X		X		X		X	X	X	X
B2 Air Strike/Recce	X		X		X		X	X	X	X
B3 Limited War			X		X		X	X	X	X
B4 Peacekeeping			X		X		X	X	X	X

AIR DEFENCE COMMAND

	MILITARY	CIVILIAN	TOTAL
STRENGTH ALLOCATION AIR C			
	11,020	3,037	14,057
REDUCTIONS BEING IMPLEMENTED			
Reduce 414 (EW) Sqn			
Reduce Radar Sqns (6)			
Delete STU			
Delete Val-D'Or			
PROPOSED STRENGTH BY APR 66			
	9,456	2,480	11,936
REDUCTION			
	14.19%	18.34%	

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ANNEX "E"

AIR DIVISION

	MILITARY	CIVILIAN	TOTAL
STAFF AND SUPPORT PERSONNEL	4,907	3	4,910
OPERATIONAL PERSONNEL			
Air Div Commander's Proposal			
PROPOSED STRENGTH	4,300	3	4,303
REDUCTION			
	12.4%	0%	

N. B. In 1969 - 1200 of 4,300 (Apr 68) Mil. Positions Transferred to MOBCOM

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ANNEX "F"

PERSONNEL MARITIME COMMAND

MILITARY | CIVILIAN | TOTAL

STRENGTH ALLOCATION AUG 63

15,280 | 3,221 | 18,501

REDUCTIONS BEING IMPLEMENTED

Establishment Positions of 3-DDE, 1-DE . 810
 Retirement of Neptunes 714
 Reduction in CS2F UE 50
 Reduction in Band Strength 23
 Transfer of RCC Vancouver-Esquimalt .. 13

TOTAL = 1610

Proposed further Reduction

(3 DDEs or Equivalent) 620

PROPOSED TOTAL = 2230

PROPOSED STRENGTH BY APR 66

13,050 | 3,061 | 16,111

REDUCTION

14.5%

5%

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MOBILE COMMAND

	MILITARY	CIVILIAN	TOTAL
STRENGTH ALLOCATION AUG 81			
	27,340	2,571	29,911
REDUCTIONS REQUIRED			
4 CIBG - 6000 man total			
Canada - Revised Structure			
PROPOSED STRENGTH BY APR 83			
(incl 2000 trainees)	24,800	2,592	27,392
REDUCTION			
	9.3% Decrease	0.9% Increase	

AIR TRANSPORT COMMAND

	MILITARY	CIVILIAN	TOTAL
STRENGTH ALLOCATION AND			
	7,053	2,163	9,216
REDUCTIONS BEING IMPLEMENTED			
COMM FLIGHTS			
FALCON PHASE-IN			
PROPOSED STRENGTH BY APR 80			
	6,902	2,076	8,978
REDUCTION			
	2.5%	4.0%	

TRAINING COMMAND

	MILITARY	CIVILIAN	TOTAL
STRENGTH ALLOCATION			
	11,631	5,959	17,590
REQUIREMENTS			
Closures - Rivers, Picton, Dundurn Cut Bands Transfers to MOBCOM - Combat Arms School and Support, RCSA and Support, Depots			
PROPOSED STRENGTH	10,000	5,021	15,021
REDUCTION	14%	15.7%	

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ANNEX "K"

MATERIEL COMMAND

	MILITARY	CIVILIAN	TOTAL
STRENGTH ALLOCATION AUG 67			
	5,661	11,934	17,595
REDUCTIONS BEING IMPLEMENTED			
Reduce AETE/6 R. D.			
Amalgamate MATCOM HQ/CTS			
Cut Bands			
PROPOSED STRENGTH BY APR 68			
	4,796	11,070	15,866
REDUCTION			
	15.2%	7.2%	

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ANNEX "L"

CFHQ AND MISC.

	MILITARY	CIVILIAN	TOTAL
STRENGTH ALLOCATION AUG 67			
	14,879	6,291	21,170
REDUCTIONS BEING IMPLEMENTED			
10% CFHQ Reduction - (excl. CTS Abolish Future Progs. Bank Delete AUX WINGS H. Q. - Close 2 Sqns Reduce NORAD Co-manning by 50% Reduce - CFCS, Padres, Med. and H.Q. Misc Units			
PROPOSED STRENGTH BY APR 68			
	13,677	5,217	18,894
REDUCTION			
	8.1%	16.8%	

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ANNEX "M"

TRAINEES, R.O.T.P., TERMINAL LEAVE AND PART II

	MILITARY	CIVILIAN	TOTAL
STRENGTH ALLOCATION AUG 67			
	14,026	10	14,036
REDUCTIONS BEING IMPLEMENTED			
Include PART positions in ceiling			
Reduce R. O. T. P.			
Transfer positions to MOBCOM			
PROPOSED STRENGTH BY APR 68			
	11,065	10	11,075
REDUCTIONS			
	21%	--	

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ANNEX "N"

	1 AUG 67	1 APR 68	REDUCTION	%
Air Defence	11020	9456	1564	14.2
Air Division	4907	4300	607	12.4
Maritime	15280	13050	2230	14.5
Mobile	27340	24800	2540	9.3
Air Trans.	7053	6902	151	2.5
Training	11631	10000	1631	14.0
Materiel	5661	4796	865	15.2
CFHQ & Misc Trainees, R.O.I.P.	14879	13677	1202	8.1
Terminal LVE, and Part II	14026	11065	2961	21.0
TOTALS	111797	98046	13751	

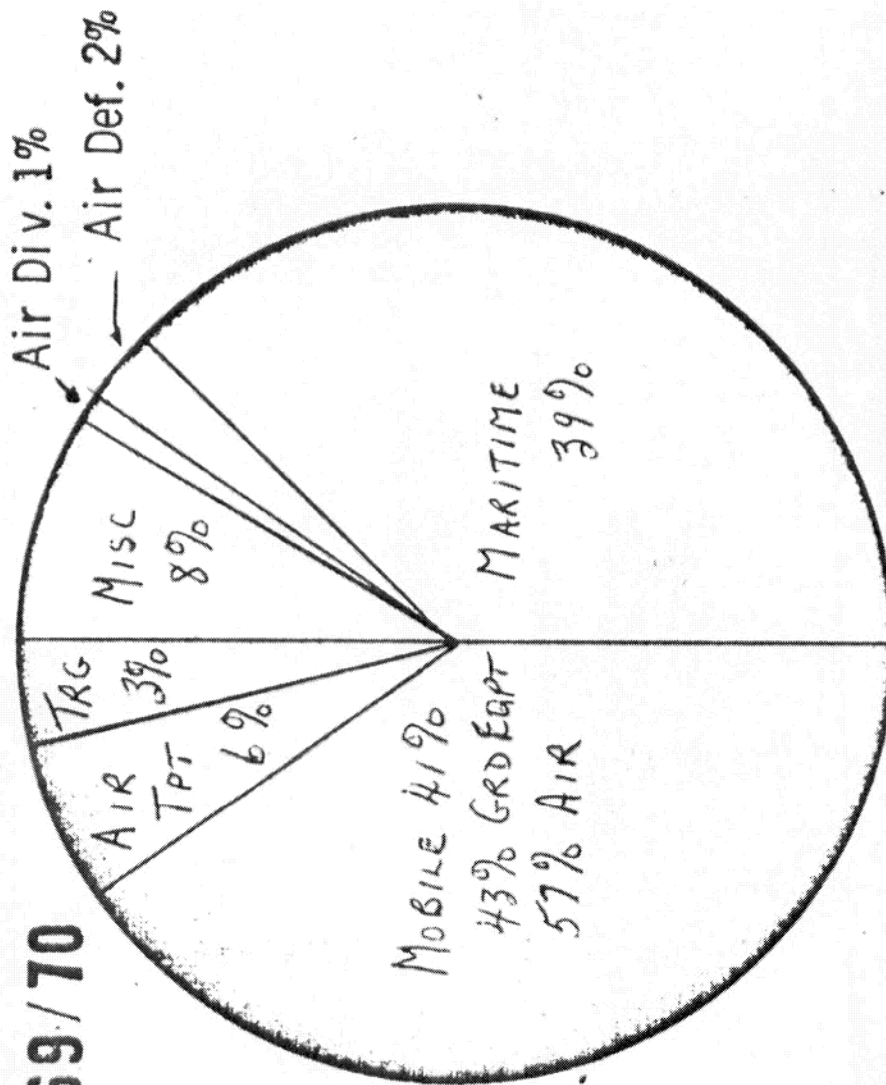
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ANNEX "O"

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CAPITAL EQUIPMENT PROGRAM PERCENTAGES BY COMMANDS

1967/68 - 1969/70



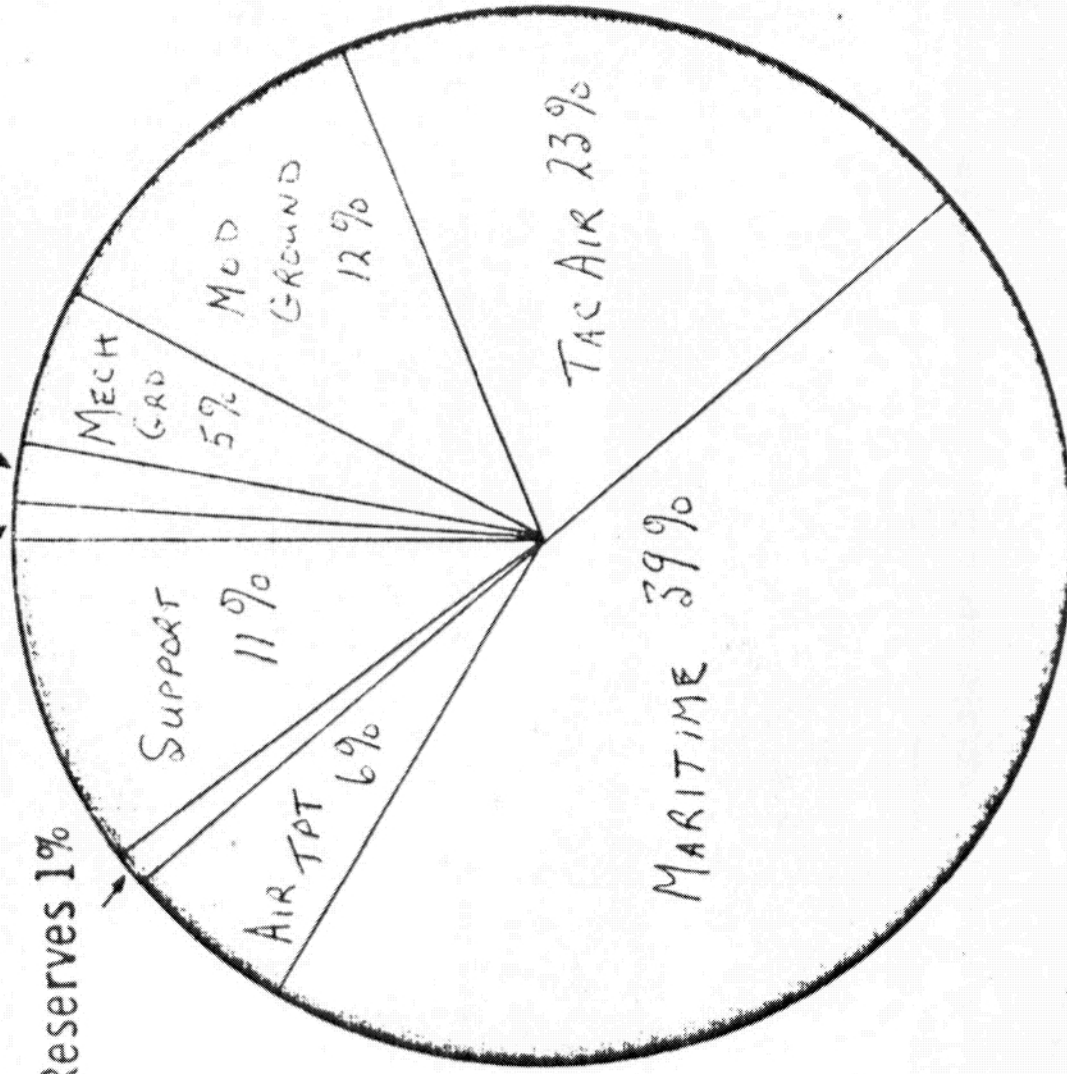
CAPITAL EQUIPMENT PROGRAM

PERCENTAGES BY ACTIVITIES

1967/68 - 1969/70

Air Strike 1% Air Def. 2%

Reserves 1%



PROPOSED EQUIPMENT REDUCTIONS 68/69

GENERAL

REDUCTIONS IN ADMIN.
TRANSPORT VEHICLES ——— 2.9

MISC REDUCTIONS
AND REPHASING ——— .47

TOTAL 3.37

PROPOSED EQUIPMENT CHANGES 68-69

MARITIME ITEMS \$M

1. REPHASING MK 46 TORPEDO CONTRACT	10.7
2. MISCELLANEOUS CANCELLATIONS, DEFERALLS, AND REPHASING	5.2
3. REDUCE OSS PROGRAMME TO ONE SHIP	10.1
4. CANCEL 257 - CLASS CONVERSION	7.8
TOTAL REDUCTION	33.8

PROPOSED EQPT CHANGES 68/69

LAND ITEMS \$M

1. Cancel Honest John AMMO	1.8
2. Defer Oversnow Vehicles	2.7
3. Reduce 155 mm AMMO	1.7
4. Reduce 155 mm SP	1.6 (?)
5. Defer COMMANDO	4.8
6. Reduce 81 mm Mortars	.31 (?)
7. Misc.	2.0
TOTAL REDUCTION	14.9

PROPOSED EQUIP. CHANGES 68/69

AIR ITEMS \$M

1. CF-5 PROCUREMENT	DEL. SCHED. ALT.	10.0
2. C-141	CASH REPHASING	10.0
3. CF-5 ARMAMENT		
- COMBAT STOCKS	DEFERRAL	1.0
- TARG. PRAC. AMM.	DEFERRAL	.9
4. CF-5 GND. ENVIR.	DEFERRAL	1.7
5. DEPLOYABLE COM. STN.	REDUCE 5 to 3	2.45

TOTAL REDUCTION 26.05

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ADC	

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SUMMARY RECORD OF DISCUSSIONS
OF THE 7/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 24 OCTOBER 1967

Canadian Forces Headquarters
OTTAWA, Ont. 3 November 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Maj General NG Wilson-Smith	Acting Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lt General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Rear Admiral WJ Elliot	Surgeon General
	Major General MR Dare	Deputy Chief Reserves
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JCO'Brien	Commander Maritime Command
	Maj General RP Rothschild	Commander Materiel Command
	Air Vice Marshal RC Stovel	Commander Training Command
	Air Vice Marshal Pollard	Commander Air Defence Command
	Air Vice Marshal AC Hull	Commander Air Transport Command
	Air Vice Marshal RJ Lane	Commander 1 Air Division
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Major MF Whiting	(Military Members)

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. LJ L'Heureux	Vice Chairman Defence Research Board
	Group Captain RE Mooney	CFCS
	Colonel LA Bourgeois	DIS
	Air Vice Marshal GS Austin	Deputy CG
	Commander PEG Simard	MA/CDS
	Mr RL Raymond	ESO/CDS
Item III	Brigadier WJ Lawson	JAG
	Group Captain HA McLearn	JAG
	Group Captain JH Hollies	JAG
	Captain AO Solomon	DPLS

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SUMMARY RECORD OF DISCUSSIONS
OF THE 7/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 24 OCTOBER, 1967

1. The CDS, in opening the meeting, advised that the MND, the Minister of Revenue and the Deputy Minister of the Treasury Board had been briefed on the Forces budget. He explained that the current position on this matter is that the Forces should be either relieved of a large commitment and be permitted to close a number of bases, or be authorized to retain between 102,000 and 105,000 personnel. There was a possibility that the Cabinet would require a briefing on this subject.
2. The CDS then discussed possible savings in maintenance expenditures and instructed all Commanders to make every effort to effect economies in this area. He stated that he hoped to achieve a saving of five million dollars in this part of the budget which could be applied to increase the manning ceiling. He was of the opinion that savings in expenditures for heat, light, storage of unnecessary items and other maintenance costs could be made without effecting the operations of the command, and asked that CTS produce recommendations and coordinate the program.
3. The CDS said that he planned to reinstitute an Inspectorate with representatives from all branches, except operations, to visit and report upon the activities of all bases.
4. The DM gave a brief outline of the National economic situation and stated that because of the Government's financial position it was unlikely that the Services would get any alleviation. He went on to say that it would be necessary to define more precisely the required structure of the operational forces.
5. The Commander Maritime Command stated that no realistic action could be taken to effect savings until the terms of reference were defined. He suggested further that Commanders would be much more inclined to seek out possible savings if they could be assured that such savings could be reapplied within their own commands. The CDS acknowledged that this is true and he suggested that if unification interferes with the operation of the Forces some adjustment may be necessary.

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ITEM I

BRIEF PROGRESS REPORTS BY BRANCH CHIEFS

Vice Chief of the Defence Staff

6. Major General Wilson-Smith advised the members that the draft DND War Book and its companion, the Canadian Armed Forces War Plan, had been circulated to Commands and Regions. Comments were requested by 15 Nov 67. The further draft War Book and War Plan should be re-circulated early in Dec 67 with a view to achieving distribution of the final versions in 3 to 4 months.

7. An approach has been made to the Department of Transport proposing that they cooperate with DND in a program of joint use of radars as a first step towards the formation of a closely coordinated Canadian Aerospace System.

8. A draft tripartite agreement (DOT-DND-USAF) for the operation of Goose Bay was now being discussed with the US State Department. The initial reaction of both the State Department and the USAF was favourable. The paper is now being staffed and official comments are expected within two weeks. The contentious point is still the question of Communist or satellite countries operating commercial aircraft into Goose Bay. Canadian reassurance contained in the above mentioned agreement should alleviate US concern.

9. A Canadian Forces-USAF meeting was held at the Pentagon on 20 Oct to discuss proposed reductions in Air Defence Command. External Affairs as well as State Department officials attended as observers. The USAF position is in accordance with the NORAD conclusion that none of the radars nor the Val D'Or deployment site should be closed. Both NORAD and USAF envisage a continuing requirement for the six radars and the Val D'Or deployment base well into the 1970s, even after the Advanced Manned Interceptor and the AWACs come into being. The Canadian representatives attempted to obtain alternative suggestions from NORAD and USAF for the closing of radar stations; however, it would seem that NORAD feels that all Canadian radar stations have a higher priority for retention over many radars in the Central US. After much discussion it was officially agreed that NORAD would review the North American Air Defence radar requirement as one system and list in order of priority those radars which are a continuing requirement. The USAF would then attempt to obtain approval to continue the operation of the higher priority radars in Canada with either USAF manning or USAF funding saved from closing of radar stations in the South Central US. The question of retaining Val D'Or would also be considered in the same light. NORAD will complete their study for presentation at a second meeting to be held in the near future. The same Canadian representatives will attend this meeting in the Pentagon.

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10. It was decided at the 230th Meeting of Defence Council to reduce by 50% Canadian co-manning at NORAD units controlling Canadian airspace or activities. NORAD are of the opinion that some cuts can be made without affecting the system and are studying the problem. Results of their study should be known shortly.

11. A meeting was held on 18 Oct between representatives from CFHQ Branches, DM's Office, MOBCOM and External Affairs. Working groups were organized to consider the operational, logistics, accommodation, administrative and foreign relations implications of relocating 4 CIBG to southern Germany. A meeting of the Chairman of these groups will be held on 25 Oct to review progress. The study being undertaken is purely to determine the desirability of the proposal which may not survive beyond the study stage.

12. A draft paper "Rationale for Defence" will be submitted to VCDS on 16 Nov 67. The paper will include the changes that resulted from the Kingston symposium.

13. A marked increase in the number of UFO reports referred to DND for investigation has been apparent during the past twelve months. In a number of cases UFO reports have contained sufficient information to warrant a formal investigation by the Command in whose area the report originated.

14. As a number of the investigations have disclosed evidence which would suggest that UFOs may exhibit some unique scientific or advanced technology which could possibly contribute to scientific or technical research, representation has been made to the National Research Council (NRC) suggesting that NRC accept the responsibility for investigating UFO reports which are referred to governmental agencies. It is to be appreciated that, should NRC accept these responsibilities, DND will be required to provide assistance to NRC in such areas as the carrying out field investigations.

Chief of Technical Services

15. The CTS stated that it will probably be necessary to accept a 15% cut in maintenance costs for next year. He suggested that personnel cuts proposed for AETE may be made by reducing the number of aircraft on their inventory since it requires from 3 to 9 persons to maintain one aircraft. It may, however, be necessary to request assistance from the commands in the provision of test vehicles. He announced that as yet there was no Treasury Board approval for the new uniform program and that this lack of decision will result in delays. He also advised that many equipment deliveries were delayed. For example it is apparent there will be an additional four months slippage on the CF5. This means that the first Sqn can not be formed until 1969. The delivery schedule for the Buffalo has also been set back because of priority

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deliveries to Brazil. Seven Falcons have now been accepted and are in the hands of North West Industries for fitting with interior equipment. Because of slippages in that company the two that were scheduled for delivery in Nov have been delayed until Dec, and two scheduled for delivery in Dec have been delayed until Jan 68.

Chief of Personnel

16. CP announced that word had just been received that G/C Cole, Commander of CFB Chatham, had in fact been killed in the crash of his aircraft the previous day. The CDS and the members noted with sorrow and regret the untimely death of this promising officer.

17. CP reported that the reorganization of DGPC was nearly completed, and the management of personnel would now be done by functional departments. In this connection the CDS noted that there had been a favourable reaction to this reorganization from the field and that the DGPC deserved to be complimented for his part in it.

18. CP announced that Cabinet approval has been given for the Forces ensign but approval for a Jack for the Navy and Pennants for Senior Officers had not yet been received. He also reported that collar badges for fifteen lists are being designed.

19. With regard to CANEX, the CP stated that preparatory studies were now being undertaken by the newly appointed Director General. He stated that the DG CANEX had been instructed to move slowly at first, and that the Council would be briefed before any firm program of implementation is begun.

20. CP noted that some difficulty had been experienced in filling positions required for social welfare officers. However, a number of officers in this classification would shortly become available to help alleviate this problem.

21. A brief report on the facilities provided for Forces visitors to Expo revealed that 4000 single persons had been accommodated at the hostel and 3600 families had been accommodated at the St Hubert campsite. The program had been very successful and the sponsoring unit was able to meet expenses notwithstanding that the service was provided at a very nominal cost to the individual.

22. CP advised that an increase in PMQ rental of \$10 per month would be forthcoming shortly but that, while he hoped it would be possible to provide some three months warning, Treasury Board might insist that it become effective 1 Jan 68. The DM said that it was his understanding that the 1 Jan 68 date for

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introduction of the new rental rate is firm. A general discussion followed this announcement during which the Commander Mobile Command expressed regret that this new concept of assessing PMQ rental rates had been accepted without providing the Commanders an opportunity to comment. The concept he suggested is based on the supposition that the serviceman will have the option of living in a married quarters or of living in accommodation rented from within an adjacent civilian community. He pointed out that within his command a large number of personnel are stationed at bases such as Gagetown and Petawawa where there is little opportunity to exercise this option. The result of this new policy could, he suggested, find a Sergeant living next door to a Private with both paying exactly the same rental.

23. The DM, responding to the suggestion that this new rental policy had been rushed through, pointed out that the concept had been explained when the new pay structure had been introduced a year ago and that, in fact, it represented a part of the total pay structure.

24. Arrangements were made for a briefing on the subject to provide Commanders with a detailed explanation of the necessity to increase rental charges and the method of implementation. Time precluded the briefing, however, and it was agreed that details would be provided by letter to all Commands.

25. CP then announced that a 55% reduction in the premiums payable for the GSMIP had been approved and that this would become effect 1 Dec 67.

26. CP advised that an amendment to QR&O 15.20 would be issued shortly to allow personnel to retire in the highest rank held, including service during World War II.

27. The CP observed that the recruiting figures had dropped from approximately 1000 per month to 115. This would result in smaller groups for training and, consequently, TC may be required to amend their schedules. He said he would provide a full briefing on the implications of reduced recruiting rates for the next meeting.

28. Finally, CP stated that he had arranged for a Chaplain's Seminar to be held later in the week to discuss the role of the Chaplain service in today's world. Emphasis would be placed on taking advantage of the vast social welfare training and experience possessed by these personnel.

Defence Research Board

29. Dr. L'Heureux advised the members that efforts are being made to exclude the Satellite program from the Defence Budget. If this could be arranged it would make an appreciable difference to the current financial situation facing DRB.

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30. He went on to say that, while an increase in operational research was planned, it was doubtful if it would materialize due to the financial restrictions of the new budget. The CDS expressed concern that there might be a reduction in operational research and suggested that selected officers from MOBCOM might be provided to assist DRB in areas of concern to the land forces. He asked that the feasibility of posting officers to DRB for this purpose be explored. The Commander Mobile Command pointed out, however, that there is no surplus of officers in his command.

ITEM II

BRIEF REPORTS BY COMMANDERS

Mobile Command

31. The Commander Mobile Command stated in his opening remarks that the recent rotation of troops to Cyprus had been conducted smoothly. As a new feature, basic support of the deployed troops would be provided from MOBCOM bases. He noted that communications support is satisfactory for peacetime operations of this nature, but that in an emergency the communications would be inadequate.

32. He advised that Exercise Rob-Roy, a NORTHAG Corps exercise, was complete and that the Canadian troops had performed well.

33. The Commander also advised that the annual meeting of ALCANUS had been held at St Hubert last week and that there was nothing of significance to report. He suggested that his greatest problem concerned stagnation in the reorganization of the infantry and the formation of the Airborne Regiment.

34. In regard to the location of the Airborne Regiment at Edmonton, the Commander stated that the only apparent problem was the provision of schooling for French speaking members' children.

35. CDS stated that he fully recognized the problems in connection with reorganization of the infantry and he suggested that this would be resolved once the final manpower figures for the Forces became firm. He said, further, that he agreed with the concept of the Airborne Regiment and that he fully recognized the problems involved in schooling for dependents of French speaking personnel. Considerable discussion followed on the question of providing adequate schooling for French speaking dependents during which it was pointed out that the basic problem is not only concerned with language but also with the content of the curriculum in the various provinces. The CDS noted that with the difference in educational standards between the provinces a child could

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easily lose an academic year with each move out of and back into the Province of Quebec. In the discussion it was noted that this same problem exists for English speaking dependents and, while no major complaints have been raised to date if special arrangements are made for French speaking dependents, there is little doubt but that complaints will be forthcoming. The CDS concluded the discussion on this aspect by noting that the problem of schooling is being carefully studied.

36. The Commander queried the progress of the reorganization of the bands, and suggested that it would be helpful if the band establishment was removed from Command establishments. After a brief discussion the CDS agreed to this suggestion and directed CG to place the bands under the miscellaneous establishment of CFHQ.

1 Air Division

37. The Commander 1 Air Division stated that he had nothing of major concern to report.

Air Defence Command

38. The Commander Air Defence Command stated that the manning level within his command remained high and that in fact there had been improvement in some of the vital trades. He anticipated a drop, however, but it would not hamper his operational capability.

39. He expressed concern over the continuing lack of housing at North Bay and the effect this may have on the planned consolidation of his headquarters. In this connection he requested that the "scheduled flight" between North Bay and St Hubert, to be discontinued 31 Oct, be reinstituted not only for essential liaison between the elements of his headquarters, but also to allow servicemen to visit their families remaining in the St Hubert area.

Materiel Command

40. The Commander Materiel Command reported that his annual conference had been held during the past week. He stated that the majority of members had expressed concern over the forthcoming adjustments in rent for married quarters, particularly as it may concern relationships between Service and civilian occupants.

41. He mentioned that Base Commanders were experiencing difficulties operating under the present concept of organization and suggested that base organizations rather than being rigidly standardized be redesigned to suit the specific requirements of an area.

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42. The Commander noted that he was working closely with CTS on the determination of the ultimate depot configuration. A careful examination had been made of the depots in Eastern Canada and this has resulted in a realistic assessment of the requirement. He noted, however, that some hard decisions would perhaps be required to effect the economies which are needed. The CTS noted, however, that it is not possible to close out depots quickly since it is necessary to relocate stocks and also, since we are still operating three separate supply systems, to continue to provide inventory control at the new location. Considerable discussion followed on the problems involved in closing out depots and the disposal of surplus equipments. It was generally agreed that every effort should be made to identify and dispose of equipment which is surplus and efforts should be directed toward streamlining this procedure. For example, when it is apparent that DND will have to provide prolonged storage for surplus items and the cost of this storage appears likely to exceed the market value of the equipment, an effort should be made to dispose of the equipment by reducing it to scrap or by destroying it. It was also agreed that where it is necessary to move equipment from one depot to another as a result of the consolidation program, consideration should be given to using the facilities of Mobile Command in much the same way as the facilities of 4 CIBG were used to assist in the relocation of units of Air Division.

Air Transport Command

43. The Commander Air Transport Command provided the members with a brief summary of airlift accomplishments during Operation Snow Goose and the rotation of 4 CIBG. He noted, also, that the command had participated in a small exercise with the Signal Squadron at Valcartier and that, during a four day period in Sep, it carried out the re-supply of all arctic weather stations involving the movement of some 234 tons of material.

44. The Commander then addressed the problem of reducing consumption of POL within his command. While initially it appeared as though he would be able to comply with the direction received in this regard, it is now apparent that airlift resources are committed to some 120% of their normal capacity between now and the end of the calendar year. To achieve a 15% reduction in POL consumption, therefore, it will be necessary to review commitments and his command must be told which of the tasks assigned can be deleted. The savings could be effected, he said, by a further reduction in service flights or perhaps by cancelling the NDC or staff college tours. In connection with the proposed reduction, he suggested that CFHQ might wish to study further the application of this directive to his command and in this connection he noted that the cost of four return trans-Atlantic flights by commercial airline equalled the purely POL costs incurred in a trans-Atlantic Yukon flight.

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45. As a further argument why this directive might be waived insofar as Air Transport Command is concerned, he tabled a voucher indicating a clear saving of .5 M dollars which had been achieved within his command as a result of the application of financial management techniques. This saving, he pointed out, had been made without any curtailment of operations. He suggested, further, that a wider application of financial management techniques might well point the way to a solution of the financial problems currently facing the Department. He suggested that even if financial management is introduced in relatively simple areas, as experience with preliminary trials in Air Defence Command had shown it would have the effect of making personnel cost conscious.

46. After a brief discussion of possible methods of reducing Air Transport Command's commitments, the CDS stated that the implications of the 15% cut in POL would be studied further.

Training Command

47. The Commander Training Command advised that there was still a large backlog of recruits for training notwithstanding the recent drop in recruiting.

48. He announced that several units had been consolidated in Training Command, these being CFSAL, CFSIS and CFTS, all at Camp Borden, and the School of Management at Hochelaga.

49. He went on to say that the OCTP had been moved from Borden to Chilliwack where the facilities and climate were better suited for the program.

50. The Commander said that in the event bases must be closed to achieve economies, he wished to put in a strong plea for the retention of those bases which have good post-war constructed facilities, and asked in particular that Penhold be considered for retention. He noted that only some \$5000 would be required to bring the airfield at Penhold back into operation.

51. In conclusion, he made a strong recommendation for the immediate introduction of a standard mess kit for new entry officers. After some discussion the CDS directed that this item would be placed on the agenda for the next meeting.

DC RESERVES

52. The Deputy Chief Reserves stated that a significant meeting of the training study group would be held shortly. At this meeting he hoped to discuss control of training within CFHQ and control across the country, the location of training establishments to make best, and most feasible use of existing facilities, together with that portion of the Ross Report dealing with training in the French language. He asked that the Commanders ensure that their representation on the study group are prepared to discuss these items.

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53. DC RES mentioned that he understood that representations will be submitted from Reserve Associations regarding the naming of units in Quebec. He said the proposed changes, particularly concerning "shoulder titles in French" may effect the Regular Force.

54. DC RES suggested that DRB be notified that plans for the use of Suffield no longer appear feasible because of the cost.

55. In conclusion DC RES suggested that a firm plan of the force structure should be announced as soon as possible as the present uncertainty is affecting morale. The CDS said that he hoped a plan for MOBCOM would be issued shortly. In respect of the Ross Report, the CDS stated that it had been discussed with the MND. He said that four basic recommendations of the report would be considered at the next council meeting.

ITEM III

PROPOSED USE OF STANDING COURTS MARTIAL AND SPECIAL GENERAL COURTS MARTIAL

56. A memorandum of a proposal by the JAG to form Standing Courts Martial and Special General Courts Martial in Europe was circulated to the members for comment and the members were briefed on the proposal.

57. The Commander Mobile Command expressed the opinion that the jurisdiction of the Courts should be limited to other than military offences, and perhaps to trial of ranks below that of Sergeant. After some discussion it was agreed that the guidelines for the Courts should be clearly defined and that the subject would be discussed further at the next meeting.

ITEM IV

REPORT ON UNIFICATION - STATE OF PROGRESS

58. A draft CFAO was tabled by the CDS concerning the use of rank titles. After a brief discussion it was agreed that the draft should be amended to remove any connotation that the policy is likely to be of short duration. In addition it was agreed that the form appended to the CFAO should be deleted thus leaving it to the individual's initiative how he would apply in writing to seek permission to use a specific rank.

59. The CDS then introduced a paper suggesting continued, informal use of the words Navy, Army, and Air Force to identify officers and men and their activities in the early transitional period of the unified force. He considered the retention of the familiar terms would be appropriate and would assist in easing the transition to the new single service.

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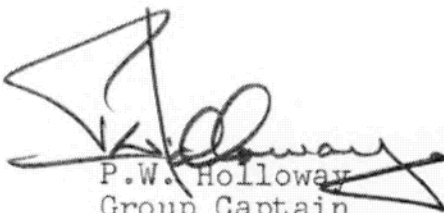
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60. During the discussion that followed Commander MOBCOM .. pointed out that, while he considered the proposal acceptable, no provision had been made for officers or men in the logistics and engineering fields who will not necessarily be identified with a particular operational environment. After a brief discussion, during which the Commander, Training Command questioned the need for continuation of the terms, it was agreed that the suggestion would be discussed further at the next meeting.

Closing Remarks by the CDS.

61. The CDS in closing the meeting reiterated remarks which he had made at previous meetings concerning the value of and procedures for Forces Council Meetings. He pointed out that it is often necessary to take decisions in CFHQ without the benefit of detailed consultation with the Commanders. While this is necessary and will continue it is nonetheless his intention to consult with the Commanders at Forces Council Meetings whenever this is possible. He then suggested that it may be necessary to convene a number of meetings before the Canadian Forces Reorganization Act is proclaimed to ensure that all vital issues have been settled; and he noted that the JAG had expressed the opinion that proclamation could take place on 1 Dec 67. The CDS said, however, that he would have no hesitation in recommending that proclamation be deferred if, in his opinion, the vital issues have not been solved satisfactorily.

62. The Commander Mobile Command speaking, he suggested, on behalf of all Commanders said that the Commanders fully appreciated the difficulties which faced the CDS in reaching decisions of fundamental importance to the future of the Force. Notwithstanding the critical nature of some of the comments which were made at Forces Council Meetings, he could assure the CDS that the Commanders support him fully.


P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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AGENDA
FOR MEETING OF CANADIAN FORCES COUNCIL 7/67
TO BE HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 24 OCTOBER 1967

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders.	<u>Branch Chiefs</u>
II	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their Commands.	<u>Commanders</u>
III	<u>Proposed Use of Standing Courts Martial and Special General Courts Martial</u> (Supporting data attached)	<u>CP</u>
IV	<u>Hearing Conservation</u> <u>CANCELLED</u>	<u>CP/Surgeon General</u>
V	<u>Report on Unification - State of Progress</u> //	<u>CDS</u>
VI	Other Business	

AGENDA

FOR MEETING OF CANADIAN FORCES COUNCIL 8/67

TO BE HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 8 NOVEMBER 1967

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Force Structure - Financial Restrictions</u> - VCDS will report on the status of negotiations regarding the 1968/69 budget and the development of a revised program and force structure.	<u>VCDS</u>
II	<u>Command Structure</u> - A paper (attached) discussing Reorganization of Canadian Forces Command Structure will be discussed.	<u>CG</u>
III	<u>Progress of Unification</u> - A continuation of the discussion which took place at the Forces Council Meeting on 24 Oct concerning, in particular, the question of group identification.	<u>VCDS</u>
IV	<u>Recruiting</u> - A briefing will be presented to the members on the status of recruiting.	<u>CP</u>
V	<u>Clothing - Mess Kits</u> - The Council will discuss the requirement for early introduction of a standard mess kit or, alternatively, the need for an interim mess kit for newly enrolled officers.	<u>CTS</u>
VI	<u>Basic Recommendations Arising From The Ross Report</u> - The CDS will discuss with the members four basic recommendations which have arisen as a result of the Ross Report.	<u>CDS</u>
VII	<u>Standing Courts Martial</u> - A continuation of the discussion which took place at the 24 Oct meeting with reference to: CP memo P5203-1 TD 7149(DPLS) 16 Jun 67 JAG memo to CP dated 26 May 67 which were distributed at the 24 Oct Meeting.	<u>DM/JAG</u>
VIII	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders	<u>Branch Chiefs</u>
IX	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their Commands.	<u>Commanders</u>

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SUMMARY RECORD OF DISCUSSIONS
OF THE 8/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 8 NOVEMBER 1967

INTRODUCTION

1. CDS opened the meeting and greeted the members. He then commented briefly on the dilemma which now confronts the Canadian Forces and which had been brought into being by the current budget squeeze. He explained that the situation is serious, even critical, with the future of the Canadian Forces at stake. CDS stated that positive and immediate steps must be taken to tailor DND expenditures to funds allotted and that if this action was not initiated by the Forces themselves, it would undoubtedly be undertaken by higher authority. He concluded his remarks by exhorting commanders to make every possible effort to reduce expenditures. He realized that many of these actions will be unpalatable but must be accepted for the overall good of the Canadian Forces.

ITEM I

FORCE STRUCTURE - FINANCIAL RESTRICTIONS

2. Major General Wilson-Smith advised the Council that Treasury Board has recently been briefed on the difficulties involved in DND attempts to operate within a budget of 1.72B. He expressed the opinion that Treasury Board has a good appreciation of the problem. Although the 1.72B figure is not yet final, it seems rigid and little hope can be held for an increase.

3. The budget squeeze will present many problems to DND. After careful study several courses of action, none palatable, were developed by CFHQ and will be presented for consideration by higher authority:

- a. Allow for a budget of 1.82B and a force strength of 102,000.
- b. Fit the operations of the Force into the 1.72B figure by eliminating all or part of an entire function such as withdrawing the Brigade or Air Division from NATO or some other major withdrawal while leaving other commitments intact.

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- c. Conduct a general rundown in personnel strength to a level of 96,000, accompanied by a similar action in respect to O&M with all operations being affected to some degree. This action to be taken within a budget of 1.72B.

4. It is considered that the last option now appears to be the one most likely to be favoured. The Force structure planning, therefore, is being based on the thesis of a general rundown, but one that favours future flexibility and general utility.

5. In the ensuing discussion, CDS restated that the situation was extremely serious and called upon the Commanders to use all possible measures to effect savings. He remarked that while some degree of progress is apparent in the attempts to effect economies, there may be many additional and apparently insignificant areas that could prove fruitful. In this respect, CDS directed CTS to review the costs of administrative transport, snow removal, airfield maintenance and other operations of the same type, with a view to providing Commanders with guidelines indicating where economies might best be made. CDS pointed out that the guidelines, issued by CFHQ, should be construed as such only. Commanders must realize that they are in the best position to recognize areas in their commands where savings may be possible.

6. Various other approaches to the problem were discussed, including the following:

- a. Closing certain bases;
- b. Controlling the issue of certain materiel by CFHQ vice Materiel Command;
- c. Turning some aerodromes, i.e. Downsview, St Hubert, over to DOT, for housekeeping purposes;
- d. Using some of the medical reserves presently in stores; and
- e. Cutting back security guards, i.e. Commissionaires where possible.

CDS stated that all the above measures are receiving consideration; however, caution and discretion must be exercised. He pointed out, for instance, that recent history indicates that sometimes the closing of a base involves an expenditure greater than that

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involved in keeping it open for a number of years. Because the need for economy is immediate such a move might hinder rather than assist. Once again, CDS pointed out that while moves such as those noted above might by themselves seem trivial, they could prove to be substantial in sum.

7. It was observed by the DM that at present, Commanders seem to have no means of ascertaining how much money they have in their various primaries. He suggested that it would help considerably if a system was set up whereby such information could be made available to them.

8. CDS agreed that such a measure might prove useful and stated that in producing this information, we should align the figures in such a way that the personnel and O&M costs are separate and readily apparent. He strongly recommended that cuts be made in O&M vice personnel expenditures.

9. DCP (as Acting CP) commented briefly on the personnel situation as affected by the Forces rundown. He explained that if the Force is cut to a strength of 102,000, promotion will be restricted by 50%. If the ceiling is reduced further to 96,000, far more drastic reductions of promotion will result and the effect on morale could well be devastating. He pointed out in conclusion, that present wastage figures are based on a loss of 1000 personnel per month. Of these, 200 leave after having reached compulsory release age and the remaining 800 are mostly voluntary retirements. If the civil economy becomes, through lack of employment, less attractive the voluntary release rate will undoubtedly drop and the overall Force rundown be slowed up accordingly. In this event the deadline for reaching the required ceiling could be reached only by use of forced attrition.

10. In summation, CDS thanked the Council for their many useful recommendations and comments, and stated that they would all receive serious and careful consideration. He reiterated the seriousness of the present situation and expressed his hope and confidence that the Commanders would take all possible steps to assist in finding a solution.

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ITEM II

COMMAND STRUCTURE

11. CDS introduced this subject by stating that the present Command Structure had been the subject of close scrutiny for some time and, because of various weaknesses apparent in its fabric, a review of the basic concept was considered necessary.

12. CDS called upon Vice Admiral Hennessy to preface the paper to be presented with a brief outline of its intention.

13. Vice Admiral Hennessy stated that the review was basically the study of a concept in an attempt to reconcile the various points of view presented by the Commanders. He noted that these views had been recorded in "Memorandums of Understanding" which reflect the result of discussions between DGOMM and the Commanders during the former's recent visit to the various Commands.

14. The Common and Special Interest views of the Commanders were read by V/ADM Hennessy who then asked Cmdre Elcock, DGOMM, to give a detailed presentation. (The text of Cmdre Elcock's statement was essentially similar to that presented to CDS Staff Meeting 24/67 on 7 November 1967. Extracts of the Minutes of this Meeting are attached as Annex "A").

15. V/ADM Hennessy concluded the briefing by pointing out that while the regional/functional concept does not reconcile all the views expressed by the Commanders, he could personally see no way of resolving all the problem areas in either the present or the recommended organization.

16. He pointed out that if the recommendations were considered acceptable, an early decision to adopt them would be necessary from the standpoint of effecting economies in the near future.

17. In the ensuing discussion, it was agreed that while the proposed concept does not offer a cure for all ills, it generally had much in its favour and is worthy of consideration.

18. Various aspects of the problem were discussed including the present period of uncertainty DND is now experiencing. It was considered that because of our present financial limitations and our lack of knowledge about future restrictions, it would be difficult and perhaps hazardous to adopt a structure built around future forces which might well be hypothetical.

19. The thought was expressed that although FALLEX 66 Report indicated many problem areas it might be wise to conduct further exercises of the same type to see what improvements have been made within the present structure, before revamping the whole concept.

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20. The Commander Mobile Command stated that while there are definitely some areas of control which need improvement within the present structure, it was his feeling that a comparative cost study of the present vis-a-vis the proposed structure should be undertaken and studied before any decisions are reached. He, along with others of the Council, did not advocate a "business as usual" attitude, but did feel that a Force reorganization of such magnitude should not be undertaken at this time, unless a cost and effectiveness study indicated that such a change would be of undoubtable value.

21. CG stated that the concept presented did not represent the only means of making improvements in our structural organization, but was simply one way of attempting to do so, based on views expressed by the Commanders.

22. In general, members felt that the problem should be studied further. Initially, it must be confirmed conclusively that a change is necessary, then a concept for the new Force designed. This concept must represent an ultimate organization. Under no circumstances should an interim posture be adopted.

23. In summation, CDS stated that he was certain everyone recognized the problems being experienced and the need for continuous review of the basic concepts of Force structure. He pointed out that the review presented was based on such a need, but does not preclude other methods of improving effectiveness and reducing expenditures. He then thanked members for their contributions and stated that the matter would receive further study at CFHQ.

ITEM III

PROGRESS OF UNIFICATION

24. CDS tabled the draft of a proposed speech by the MND outlining the use of service and rank identifications post-proclamation of the unification bill. CDS stated that the paper was a draft designed to provide an indication of the steps the Minister is considering and was tabled expressly for the purpose of eliciting the views of the Council.

25. After a brief discussion, the Council was assured that continued use of the various service and corps titles would be legally permissible; and the CDS speculated on the desirability of adopting such a plan.

26. Divergent opinions were outlined with regard to the necessity of maintaining the present rank, corps and service identifications. It was agreed that the problem is a complex one with the obvious administrative difficulties complicated by the fact that new designations would, in some cases, leave large number of personnel with no group identification. DCP stated

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that this problem has been recognized and his Branch is presently undertaking a full scale study of the group identification aspect. He stated that the results of the study will be available shortly and should be of considerable assistance in arriving at a decision.

27. The CDS noted that the members have different views on the requirement to maintain separate service identities within the unified Force. He stressed, however, that there is clearly a need to establish groups within the Force within which personnel will identify themselves. There appear to be two alternatives, either to adopt a system similar to that proposed in the Minister's Manpower Study (Men) or to adopt at least as an interim measure the proposals outlined in the draft statement by the Minister. Notwithstanding the difference of opinions which had been expressed it will be necessary to reach an early decision on this matter. This decision would be made, the CDS stated, by taking into consideration, insofar as practicable, the comments expressed by members.

ITEM IV

RECRUITING

28. At the request of the CDS, DR briefed members of the Council on the successful recruiting campaign undertaken last summer then provided a manpower projection to 31 Mar 1968.

29. The Council was shown a slide which indicated that 857 people were recruited in July. It was considered by DR that the intake followed a downward trend commencing in May 1967 thus reflecting the normal summer decline in recruiting. It was further pointed out that recruiting in July was carried out in the same fashion as for the past year i.e. no quotas were used for other ranks and no single service advertising was employed.

30. During the latter part of August, planning was instituted to meet the requirement for dropping the overall service strength from an estimated level of 106,000 to 102,000 by 31 Mar 68 and a manpower model was developed for this purpose. The following points applied:

- a. No August recruitment figures were available; therefore, based on the trend that had commenced in May 67 it was considered reasonable to assume that the end of August strength should remain at approximately the 106,000 level. Secondly, it was determined that if normal attrition over the next seven months removed 7,000 people and if the strength reduction was to be 4,000, recruitment for the period could total 3,000.

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- b. While the monthly average was shown at 430 a month for the seven month period, it was recognized at the outset that at least 1,200 people would be enrolled in September, hence the key word was average.
- c. It was also agreed that other officer and officer candidate enrolments already planned for the seven month period should be honoured as far as practical since these are the most difficult people to acquire. By coincidence, this number, including ROTP, was also estimated at 1200. Consequently, for the seven month period it was established that no more than 1,800 other ranks could be enrolled and the monthly average for these people was eventually worked out at 229 per month.

31. This plan was approved for action on 15 Sep.

32. On 4 Oct the official August statistics were made available and it was established that the gains were some 420 higher than estimated thus departing from the normal expected downward summer trend. At this point the Council was advised that when recruiting is conducted on the "open quota" basis there is very little control over or feel for actual accomplishment until after the fact. It was also pointed out that this was the best August recruiting figure since 1960.

33. The second major factor that affected adversely the original plan was that formal approval for the cut-back did not come until mid-September and in the meantime, recruiting carried on at an unprecedented pace. As a result, even though enrolment of approximately 500 applicants in September was delayed, personnel gains exceed losses by 647 people.

34. As a result of the above complicating factors, the consequences for the next few months are severe. At this point the Council was shown a slide which indicated the following significant information:

- a. Recruiting was cut to less than half that originally planned for the next five months.
- b. Even with this adjustment the Forces cannot be reduced to 102,000 by 31 Mar 68.
- c. In consequence, the man year average as presently forecast is 105,357.
- d. Because the success of the plan in even a limited way is dependent largely on the release or loss rate being sustained it can be seen that it is very vulnerable. This fact becomes particularly apparent

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when it is considered that only about 25% of the loss figures forecast are due to personnel reaching CRA. To this area of the problem, the Council was advised that messages had gone out from CFHQ earlier in the week introducing selective re-engagement and some relaxation in the requirement for six months notice for voluntary release.

35. DR advised that at this time no women other ranks are being recruited. Additionally, those Commands who before mid-September were receiving 1200 recruits per month are now receiving less than 150. This could mean that 2 or 3 recruits a week arrive at certain depots and because of this DR is considering such changes as enrolling at less frequent intervals and thus accumulating larger groups. Also under investigation is the possibility of recruiting for one service in any one month and another service the next month, again acquiring a reasonable intake.

36. DR stated that he had recently been asked to certify that candidates are being enrolled only into the most critical trades. He stated that he could not do this with absolute validity because such action pre-supposes a clear picture of the size and shape of the reduced force and an assessment of our inventory of people and thereafter a declaration of the critical shortages. He did advise, however, that whereas there were some 100 trades open in September for all three Services, selection is now being made for only 17 and these have been identified on a pro-rated basis. It is foreseen that within the next few weeks as the requirements staff get a better appreciation of the cut-backs and surpluses, including backlogs of recruits awaiting training, that selection will be much more refined and perhaps better orientated.

37. On the assumption that the strength must be further adjusted to 96,000 by 31 March, 1969, and assuming that it would be done solely by restricting recruiting, DR produced a slide which suggested a possible intake plan. It was seen that with the smaller force personnel losses are reduced to an average of something less than 900 per month. At the same time enrolment of 4,400 all ranks is the intake permitted for the year. Unless the requirement level for officers is adjusted this could mean about 2,400 men in the year or the sharing by services of 200 per month.

38. In the ensuing discussion a main topic of concern revolved around the possibility of the present scheme of attrition creating a situation whereby the Forces will lose many irreplaceable personnel. It was pointed out by the Commander Mobile Command that present projections indicate a loss of sixty (60) infantry personnel a month, with a recruiting gain of only sixteen (16). He observed that if the same situation was applicable to other key areas, the Forces will soon be in a difficult situation. He strongly recommended that MND be advised of our predicament and that planned attrition be introduced.

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39. CDS agreed that the problem is a most difficult one necessitating an immediate and full examination. He considered that it might become necessary to increase the recruiting figure in order to gain those tradesmen most needed while maintaining the strength figure through forced attrition in less sensitive trade areas. CDS stated that the retention of necessary personnel was paramount, and, if necessary, cuts would be made in O&M expenditures to allow for their retention.

40. With respect to cuts in O&M, Commander Air Transport Command noted that announcements to delete or diminish the role of various units or functions had, in the past, led to considerable uncertainty among the personnel performing those roles. Once again, many such people are urgently required therefore it was suggested that before future announcements are made, every effort should be made to apprise the field commanders of what use is to be made of these individuals.

41. CDS concluded the discussion by stating that CP will study all ramifications of the problem and provide a further report at a later meeting.

ITEM V

CLOTHING - MESS KITS

42. CDS introduced the item by referring to CP memo P5250-15 TD 7303 of 30 Oct 67 which outlined the necessity for creating a policy concerning officers' mess dress. All members were in possession of the referenced memorandum and, after its consideration, discussion took place.

43. CDS explained that the problem is particularly applicable to new entrants and these people must know what type of uniform to purchase. He explained that present mess dress will be retained by presently serving individuals but that an option should permit them, if they so desire, to purchase mess dress fashioned in the new style but retaining traditional colours. He further developed the theme and explained that several options were open for consideration before adopting mess dress for all elements of the Canadian Forces. These options include a choice of white or green mess dress, a gold stripe on the trousers, adoption of the new style dress in traditional regimental or service colours or the adoption of a standard dress for all members of the Canadian Forces regardless of corps, branch or service affiliations. The aim the CDS explained should be to develop a mess kit which fits in with the standard uniform so that a member of the force can reduce the amount of baggage he must carry when travelling on occasions which require the wearing of mess kit.

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44. After a brief discussion it was agreed that no firm decision on a single mess kit could be taken at this time. As an interim policy, however, the CDS said that no young officer should be compelled to purchase a mess kit. In the case of officer recruits who are joining a readily identifiable group such as an Air Force pilot or a specific regiment, the individual could purchase the mess kit appropriate to that group which is now in use with the assurance that he could continue to wear it indefinitely. Officers recruited into other than such readily identifiable groups or those not desiring to commit themselves to the purchase of a mess kit at this time, should be permitted to wear either the uniform they are issued, with a white shirt and black tie or, alternatively, a dinner jacket at functions where mess dress is required.

ITEM VI

BASIC RECOMMENDATIONS ARISING FROM THE ROSS REPORT

45. CDS introduced Colonel Letellier who briefed members on portions of the Ross Report. This briefing was, in essentials, similar to that presented to CDS Staff Meeting 24/67 on 7 Nov 67. Extracts from the Minutes of this meeting are attached as Annex "B".

46. At the conclusion of the briefing, the ensuing discussion encompassed the following items:

- a. The necessity for concentrating groups of French speaking personnel in selected areas.
- b. The provision of funds to allow the children of French speaking personnel to attend selected French speaking boarding schools.
- c. The provision of trades training to recruits who are not proficient in English.

47. In response to a query, CDS indicated that it is not the intention of DND to actually operate boarding schools, but to assist personnel in meeting the expenses involved in having their children attend such a school. He recognized the difficulties involved in such a plan, but stated that although it needed much more study, it was his opinion that a major effort should be made to produce a workable solution.

48. In conclusion, the CDS expressed the opinion that while the Ross Report contained many areas which required further consideration those under consideration are sufficiently complete for presentation of the general concept to Defence Council. The presentation will, however, be qualified by the caution that much more study must be completed before final recommendations can be made or any action to implement commenced.

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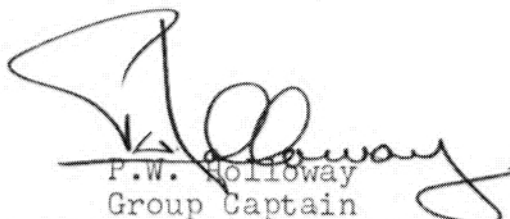
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ITEMS VII, VIII and IX were deleted from agenda.

49. CDS thanked members for their advice and constructive comments. He said that items left outstanding would be followed up and placed on the agenda of subsequent meetings as soon as practicable. He explained that the date of the next Council Meeting had not yet been established and that Commanders would be advised of this date in the very near future.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

DISTRIBUTION

Minister	Commander Mobile Command
DM	Commander Maritime Command
CDS	Commander Air Defence Command
VCDS	Commander Air Transport Command
CTS	Commander Training Command
CP	Commander Materiel Command
CG	Commander 1 Air Division
CDRB	Commander 4 CIBG
DC OPS	Maritime Commander, Pacific
DG FALLEX	Commander CDLS(W)
DC PLANS	Commander CDLS(L)
DC RES	CFSRS
DGOR	PRB
DC PROG	
DIS	
SEC DS	
Mil Sec	
CDS/CR	
DSecDS(MM)	
CFCS	
D HIST	
Surgeon General	

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ANNEX "A" to
S1150-4110/C47 dated
22 Nov 67

ITEM	SUBJECT	ACTION
I	<u>ROSS REPORT - DRAFT POLICY STATEMENTS</u> 1. CDS introduced this subject and outlined briefly the rationale which supported initiation of the study. He then called upon Colonel Letellier to develop the theme. 2. Col Letellier explained that the aim of the presentation was to provide additional background to the draft policy statements arising from the Ross Report which had been circulated. This report, which remains a privileged document and on a very limited distribution, contains 39 recommendations which were formulated with the aim of improving the lot of French speaking personnel of the Canadian Armed Forces. The recommendations are aimed at equating the opportunities of French Canadian personnel with those of their English speaking compatriots and if approved, should eventually result in a normal representation of French speaking personnel in all specialties and at all levels of military life. 3. It is believed that implementation of these recommendations will do much to achieve this aim. It is clear that the whole problem of biculturalism and bilingualism is a most difficult and sensitive area in which to act. Nationally, this is recognized. However, because of their nature the Canadian Forces have a unique environment in which to develop and test measures that will foster Canadian unity and assist in solving the problems of the French speaking personnel in the Forces. 4. Col Letellier noted that the overall climate for the introduction of measures of action of such a controversial nature is not favourable. The economic constraints which now confront the Forces may result in a reduction of their capability to meet the defence objectives, and undoubtedly will give rise to other problems with a high degree of priority. Nonetheless, he felt that it is realistic, prudent and in the national interest to pursue these matters at this moment. There is, therefore, a certain urgency in at least indicating that the Department of National Defence intends to take initiative to demonstrate what has already been done in this field and what it proposes to do in the future. 5. With this broad purpose in mind, an examination of the Ross Report reveals that the recommendations can be divided into two categories: first, those requiring short term action for implementation and those requiring long term action in a carefully phased programme. In	

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	either category, some measures can be implemented secret- arially, some others require staff examination and review before implementation. In addition, practically all measures have cost implications, some minor and some with considerable implications. Finally, some measures require special timing after careful analysis of the area that they will affect. Generally speaking, the entire subject is complex and charged with emotion and serious complica- tions. Nevertheless, these real difficulties and problems should not preclude the taking of certain positive initiatives and it is with this purpose in mind that the CDS went to the Minister with three specific items arising out of the Ross Report recommendations. 6. The first deals with the establishment of bases and units which might be manned predominantly by French speaking personnel. The second deals with a French language technical training centre to be located at St Jean. The third deals with the possible creation of French schools for dependent children, and specifically the creation of a boarding school. 7. The CDS, fully realizing the need to recognize, in deed as well as in words, that French speaking personnel in the Forces should be afforded opportunities equal to those of their English compatriots, approached the Minister and recommended an early decision in principle on these three major proposals. He further considers that they constitute the elements of a properly paced programme, and that action in these areas would in turn form an appropriate basis for consideration of other aspects of the overall problem. He appreciates that these initiatives require coordination with decisions being taken in respect of the force structure, personnel management policies and, last but not least, the availability of funds. 8. The Minister approved this approach in principle, directing that every aspect of planning and subsequent implementation be carried out most carefully, step by step. The Minister believed that the initiatives and projects arising from these policy decisions would greatly enhance the opportunity of French speaking Canadians to serve in the Armed Forces, and progress toward rewarding careers. 9. Accordingly, a number of policy guidance statements in draft form have been prepared and have been circulated for examination and discussion. These policy guidance statements represent an attempt to crystallize the thinking on these serious matters, to give branch heads and their	

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	staffs an opportunity to come to grips with the problems, and be directed to positive action. 10. Some of the rationale behind these policies is mentioned in each of the statements, and is discussed in the Ross Report. However, the CDS believes that some additional considerations would assist discussion of these items. 11. With reference to the education of dependent children of French speaking personnel, while the allowances currently under consideration are good, they are not really sufficient. The separation of school children under grade 8 from their home environment is a hardship for personnel posted to English speaking communities where no French language school exists. Therefore, it may be desirable to study the possibility of providing French schools for children below grade 8 in English speaking localities where a sufficient concentration of French speaking personnel is present. The combination of French schools below grade 8 with the allowance payable to those above grade 8 who wish to attend a French language school of their choice, would assist in making postings outside of Quebec more attractive and acceptable. Obviously, bases such as Borden, Halifax and Gaagetown, require consideration in the context of the establishment of French schools catering to up to grade 7. It is reasonable to believe that the Ontario Government, in the existing climate, and possibly the Nova Scotia and New Brunswick governments, might be prepared to cooperate in this sort of scheme. With regard to the provision of a boarding school for children beyond grade 7, there are a number of approaches that should be examined and one of these has been mentioned to the Minister; that is: setting up a private corporation to run a boarding school. Such a corporation would apply for a loan to the Federal Government or, alternatively, to the Government of Quebec. Another solution might be to approach certain existing institutions in the province of Quebec with boarding facilities with a view to determining their willingness to collaborate in this kind of scheme. 12. It is clear that French speaking personnel must serve outside of the province of Quebec if they are to enjoy equal opportunities for gaining experience and progressing in their careers. They will in all probability serve willingly and happily if they are provided with facilities to educate their children in their own language. The anomaly is that the provision of these facilities	

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	outside the province of Quebec is expensive. Also, arrangements with provincial education authorities may not always be possible. A possible compromise would be to restrict the service of French speaking Canadians, insofar as possible, to the province of Quebec and in a minimum of areas outside of Quebec where there is a possibility of establishing facilities for the adequate education of dependents. The posting policy for French speaking personnel may have to be oriented to this concept. Desirably this would be a short term or interim measure until adequate facilities can be set up outside Quebec, but even then, to make the system economically viable, there should be some grouping of French speaking personnel posted outside of Quebec. 13. As regards the question of the establishment of a French language technical training centre, the point of issue appears to be the validity of the need to concentrate the trades training in one location in the province of Quebec. The need to increase progressively the capacity of the Forces to offer training in French to French speaking personnel is recognized and measures are being taken to augment bilingual cells in trades schools where they exist and create them where they do not. This, however, is not a solution from a sociological point of view. Through this approach, the problem of dependents' education is compounded. In addition, the problem which confronts the French speaking training staffs of the bilingual cells and the question of the favourable environment for the French speaking trainees continues. 14. On the positive side there is a bonus to be derived from location of such a centre in the province of Quebec, aside from these sociological aspects, and that is: some form of English language training can be carried out concurrently with the trades training. Secondly; advantage can be taken of whatever Quebec government facilities for technical trades training can be integrated in the programme. Finally; it is believed that arrangements which facilitate the transition of the unilingual French speaking serviceman to military life and increase the range and depth of skill in which he can participate are eminently desirable. A French language technical training centre at St Jean in the province of Quebec would achieve this purpose. 15. On the question of the establishment of bases and units manned predominantly by French speaking personnel, Col Letellier stressed that when the opportunities of	

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	French speaking personnel to serve in the province of Quebec are increased, the costs, the hardships, and the complications attending service in other parts of the country are decreased. 16. Col Letellier concluded by observing that, regardless of how one looks at these problems, one is faced with a dilemma. The problems cannot be placed in neat compartments, each with a neat solution, so it becomes obvious that they cannot be treated in isolation. The three areas dealt with in the draft policy statements must be examined as a single problem. The decisions on one will affect aspects in the others. This does not mean that implementation of measures in these areas need to go on concurrently; indeed, they should be carefully programmed or phased in the light of current financial restrictions, force structures, and personnel management decisions.	

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ANNEX "B" to
S1150-4110/C47 dated
22 Nov 67

ITEM	SUBJECT	ACTION
II	<u>REORGANIZATION OF CANADIAN FORCES COMMAND STRUCTURE</u> (F 1901-4370/O (CG) dated 24 Oct 67) 27. DGOMM introduced this subject. He explained that on the 30th of June 1967 he had tabled at a Special CDS Staff meeting a paper entitled "A Review of Canadian Forces Organization Structure and the Impact of Regional Factors" and presented four options for consideration. At that meeting, direction was given to pursue the study further by: a. Taking into consideration any pertinent factors brought to light in a concurrent study of "The Base Organization Concept"; and b. Obtaining the views of the functional Commanders on the proposed options. 28. This has now been accomplished and the results confirm those weaknesses in Canadian Forces organization structure brought to attention in the original paper; namely those associated with: a. The proliferation of CFHQ controlled units and the resulting confusion; b. The problems exposed by Exercise FALLEX; c. The difficulties the regionally orientated reserve organization experiences when dealing with functionally orientated bases and their respective command headquarters; and d. The considerable workload which devolves on functional commands resulting from the administration of units which have no direct association with the function of the command. Adverting back to FALLEX, DGOMM expressed the belief that this exercise was carried out at a time most unfavourable to the Canadian Forces. Nevertheless, many of the observations made are likely to remain valid unless there is a change in the organization. Of special concern is the confusion that exists in respect of the responsibility for command and control over military resources in any given region. At present the regional reserve officer has been assigned responsibilities for which he does not have under his control the necessary resources.	

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	29. Insofar as it pertains to the general organizational structure, "The Base Organization Concept" study confirms the foregoing weaknesses, and focuses attention on the multiplicity of channels of communication inherent in the current organization as being a problem area of considerable magnitude. 30. In the present proposal a more pragmatic view has been taken to attain increased flexibility. This less dogmatic approach towards organization permits greater recognition of the primary requirement for any organization which is to meet the needs of the groups it serves. Flexibility is enhanced by the use of various forms of command and control. DGOMM explained that, while a glossary of command and control definitions has been provided in the paper. Most of these definitions have been extracted from Canadian Forces Publication 125A and are recognized within NATO. In addition, a definition for "Professional and Technical Control" was added by adopting one in use in the United States Forces. 31. In September a tour of all Command HQs was completed and in the presentations given to each of the Commanders the points outlined by this presentation were stressed and the four options included in the first paper were outlined for their benefit. DGOMM then reviewed each of these options. 32. Before leaving each of the Commands the team endeavoured to reach and to make available what they called a "Memorandum of Understanding". DGOMM noted that these memoranda were attached to the submission, and pointed out that they really summarize the general nature of discussions with each Commander. They were not, however, signed and do not purport to suggest that they are the unchanging position of any Commander. However, it is interesting that within the memoranda of understanding there are a number of common views. a. All Commanders agree that simplicity and clarity of channels of communication are essential and further that any organization adopted should be designed to meet the emergency rather than be predominantly aimed at peacetime activities. b. Commanders did not view the current proliferation of CFHQ controlled units favourably. On the other hand, Commanders agreed that some form	

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	of regional organization was required for the administrative control over military units within a geographic area. In this particular regard the Commander Mobile Command, and to a degree the Commander of Materiel Command, would prefer that the regional organization should report directly to CFHQ rather than through one of the functional commands. 33. The Commanders also had a number of special interest views which were appropriate to their commands. a. Commander MATCOM saw no necessity to retain full command over any MATCOM base or facility so long as it was recognized that he retained the necessary degree of professional and technical control. b. The Commander of Air Defence Command believes it essential that he maintain full command over all bases and units which directly contribute to his operational performance. c. The Commander Training Command stated that he must retain full command over all Training Command bases even though some of these bases might have other operational support responsibilities. d. The Commander LIFTCOM stated that he would prefer to retain control over all bases on which his squadrons were located. 34. In developing proposals for the new command structure it was deemed desirable that: a. Any change in organization should cause the minimum of dislocation. b. The change should if possible be a natural evolution from one organization to another and should permit further development; and c. It should be economical without loss of effectiveness. To do nothing would be an attractive course of action but it is felt that this course is not open at this time because changes will be necessary as a result of the	

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	elimination of Materiel Command and the current need for economies makes an organizational review necessary. It is also felt that the weaknesses in the current organization which have already been outlined should be corrected. 35. DGOMM next reviewed a chart which showed diagrammatically a simplified outline of the current organization. He explained that there are the operational or functional commands, the reserve regions, and the CFHQ controlled units as well as the two command-like organizations, all under the direction and control of CFHQ. 36. An examination of the geographic areas of Canada leads to the recommendation that five regions should be established based upon the geographic, political, economic, and military factors in each of the regions, and should use provinces as building blocks. It is suggested that New Brunswick be included within the eastern region with the province of Quebec. There may be arguments against such a course of action because New Brunswick does have, and has had in the past, an historical, economic and political association with the Atlantic provinces. The reason for including this province within the eastern region is that the largest facilities in the region are associated with Mobile Command. The team endeavoured to avoid the use of provincial names. He noted that a functional command headquarters is located within each region except for the Pacific region which is a sub-Command of MARCOM. 37. DGOMM next discussed the genesis of the concept which has been developed. a. The first step is the alignment of existing reserve regions with functional commanders. b. The schematic introduction of a regional headquarters in each region created by combining the support staff of the functional command, the staff of the reserve region, and the regional control staff of CFHQ regional units. (1) Under Mobile Command the regional HQ is called Eastern rather than Quebec. This is to remove the provincial connotation for the inclusion of New Brunswick within this region.	

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	(2) Under ATC the term central has been used in lieu of Ontario purely for the sake of conformity in that provincial names are not suitable for the other regions. 38. He next depicted the consolidation of the functional and regional headquarters into the new proposed command structure. In this new structure it is the proposal that: a. Except for those operational bases and stations which are essential to Air Defence Command for its primary mission, all bases and stations will be allocated geographically to the appropriate regional commander who will exercise command and administrative control. b. Professional and technical control, and where appropriate operational control, will continue to be exercised over units, and functions within bases, by either CFHQ or the appropriate functional commander, e.g. while CFB Cornwallis would be included in the Atlantic region the Commander of Training Command would continue to exercise operational, and professional and technical control over the training activity. c. Two lines of control emanate from CFHQ to the commands. These indicate a differentiation between functional control and regional administrative control matters. The most pronounced example of this aspect is the peculiar status of the Command MARPAC where he remains responsible to the Command MARCOM for operational matters yet is responsible direct to CFHQ for regional matters. 39. Finally, DGOMM indicated schematically his concept of how a functional regional command HQ might be organized. He explained that there is an option for the functional and regional Commanders to be the same person, and that where it is deemed necessary to appoint a separate regional commander the functional commander remains the senior military commander in the region. He suggested that, while in practice it would be expected that in most instances the functional commander and regional commander will be one and the same person, nonetheless, the responsibilities and authority are quite separate.	

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	40. Moving on to the secondary staff level, in essence the administration, technical services, and comptroller staffs support two operational staffs. One is concerned with the operational mission of the functional commander and the other the operational mission of the reserves under the regional commander. While each command HQ may differ in detail to accommodate individual requirements, it is believed this concept would permit commanders to bring together the resources of his functional command, the regional reserve organization, and CFHQ regional staffs to form an efficient organization. 41. In closing, DGOMM made a few general comments and showed where the proposed organization concept does not completely reconcile all points of view expressed by the commanders, though special arrangements could be made to overcome the difficulties in some instances. a. The Commander Air Transport Command would lose full command of CFB Edmonton though he would retain operational command of 435 squadron. Edmonton will be a mixed base shared by Transport Command and Mobile Command. The establishment for the ATC squadron could be re-written to include within it a greater capacity for squadron self maintenance and support to enable ATC to meet its commitments. This should go a long way to meeting the Transport Commander's needs. b. It would be necessary for operational bases within Air Defence Command to communicate directly with the regional commanders on matters pertaining to reserves and cadets. There may also be some other regional matters on which it would not be unreasonable for Air Defence Command bases to deal directly with the regional commander and which would not directly affect Air Defence Command's capability to react. This would be a matter for negotiation with the Commander of this command. It is also the opinion that CFB Comox, though it has a responsibility to MARPAC, should belong to Air Defence Command. This is no change from the situation which exists at this time. c. By including New Brunswick with the province of Quebec in the Eastern Region the Commander Mobile Command would retain full command over	

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	three of his five current bases. This could be increased to four out of five by slightly bending the lines between the Eastern Region and the Central Region to include the Petawawa area within the Eastern Region. It is felt that CFB Calgary and Edmonton should both remain with the Commander of the Prairie Region. Also in respect to Mobile Command it would appear that the responsibility now assigned to the Commander of the command for the defence of Canada should be transferred to the Chief of Defence Staff and area responsibility assumed by the new area commanders. d. It would be desirable that CFBs Cold Lake and Penhold which currently are two Air Defence Command bases should be transferred to the Prairie Region. The nature of the facilities located in these two bases should not prevent this course of action. e. And lastly, contrary to his stated wishes, the Commander Training Command would lose several bases on which the primary mission is training, but it may be worthy of note that he does retain his large flying training bases. It is felt that the same set of circumstances as are appropriate to Air Defence Command to justify the retention of bases do not support this course of action in respect to Training Command. 42. CG summarized the presentation. He explained that the study does not claim to have reconciled all points of view expressed by the commanders, nor should it be presumed that problems of detail will not be encountered in forging the total structure should the concept be approved. At the same time, he emphasized that the concept would do much to overcome many of the weaknesses in our current organizational posture that have been elaborated upon. In this regard: a. A clear responsibility is established within all regions of Canada. b. Lines of communication would become less complex. c. Coordinated contingency planning and support to meet emergency situations would be greatly enhanced.	

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ITEM	SUBJECT	ACTION
	d. Also, in this area of retrenchment: (1) There would be no confusion on the phase out of Materiel Command as to which commands should be made responsible for the bases currently assigned to Materiel Command; and (2) Should other functional commands be closed out or assigned a change of role, there would be minimal effect on the remainder of the forces structure. 43. Since he believed the proposed organization offers effectiveness with economy at this time, and provides sufficient flexibility for future development to meet changing situations as they may arise, he recommended that: a. The proposed concept of a combined functional and regional command structure be approved for submission to Defence Council, and b. Subject to Defence Council approval, authority be granted to proceed with the development of detailed organizations for each region in concert with appropriate functional commanders. 44. CG concluded by adding that should this proposed revision be looked on with favour, an early decision is most desirable from a financial management viewpoint. Any major changes in command structure should be implemented on the 1st of April of any given year, and at least three months notice of intended change is required to permit the necessary staff work within the financial management system. Thus, the time frame of a decision to implement any major reorganization during 1968 is now becoming critical.	

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SUMMARY RECORD OF DISCUSSIONS
OF THE 9/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 6 DECEMBER 1967

Canadian Forces Headquarters
OTTAWA, Ont. 18 December 67

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lt General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Rear Admiral WJ Elliott	Surgeon General
	Rear Admiral JC O'Brien	Commander Maritime Command
	Maj Gen RP Rothschild	Commander Materiel Command
	A/V/M GF Jacobsen	Rep Commander Mobile Command
	A/V/M RC Stovel	Commander Training Command
	A/V/M ME Pollard	Commander Air Defence Command
	A/V/M AC Hull	Commander Air Transport Command
	Major General MR Dare	Deputy Chief Reserves
	A/C CH Thompson	Rep Commander 1 Air Division

IN ATTENDANCE

	Mr. EB Armstrong	Deputy Minister of National Defence
	Dr. LJ L'Heureux	Vice Chairman DRB
	Rear Admiral JA Charles	Commander Maritime Pacific Command
	Group Captain RE Mooney	CFCS
	A/V/M GS Austin	DCG
	Colonel LA Bourgeois	DIS
	Mr RL Raymont	ESO/CDS
Item I	Wing Commander RJ Gurney	DPRC
Item II	Brigadier EC Cowan	DGF
Item III	Group Captain JH Hollies	JAG/CM
Item IV	Colonel M Fitch	DPMed

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SUMMARY RECORD OF DISCUSSIONS
OF THE 9/67 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HRS, 6 DECEMBER, 1967

1. The CDS, in welcoming the members, noted that a new procedure had been adopted to ensure that follow-up action is taken in respect of agreements reached at Forces Council Meetings. This procedure will bring forward for CDS Staff Meeting discussion items raised during Forces Council Meetings which require action by the Branch Chiefs. This procedure should tend to increase the effectiveness of the Forces Council.
2. CDS then explained that it had been hoped that the members could be briefed at this meeting on the status of the more important actions which must be taken prior to proclamation of the Forces Reorganization Act. However, the list of vital actions is still before Defence Council and, therefore, it is not possible to discuss them at this time. He assured the members that a status report would be forwarded by mail as soon as possible.
3. In response to a query regarding the date of proclamation, the CDS noted that no firm decision had been taken. Two major items have yet to be resolved before proclamation and one of these is still before Treasury Board. While some urgency is attached to securing early proclamation, the CDS assured the members that the bill would not be proclaimed until all of the vital issues are settled satisfactorily.

ITEM I

SUMMARY OF FORECAST PERSONNEL AVAILABILITY TO 1 APR 69

4. CP introduced this item and called upon W/C Gurney of DPRC to present a detailed briefing.
5. W/C Gurney noted that at the last meeting the members had been briefed on the recruit situation and that as a result a number of questions had been raised. Introduction of a sharp downward trend in the manning situation presented many problems. Manpower planning at the moment, he explained, is being based on an 18 month plan and he stressed that in examining this plan, the Training Command quotas which are established should not be interpreted as long term goals.

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6. To understand the manning plan it is necessary, he suggested, to understand the formula for determining manpower requirements. The formula, he said, is that current strength minus forecast losses plus selection quotas equals forecast requirements. At the moment, while our strength is known and our losses have been predicted, the forecast requirement is obscure. Consequently, selection quotas for manning targets must be reduced on a pro rata basis against a proposed manpower ceiling of 99,000 or 96,000. Plans developed to date have been based on the 96,000 figure since this represents the worst case and since it is relatively simple to make upward adjustments.

7. He then explained that, since the restrictions on manning are dollar restrictions, it is necessary to maintain a very tight control. This in turn requires that computations be done on a man/month basis rather than in man years. Since the financial ceiling is inflexible in respect of personnel costs, compensating adjustments must be made for disparities in rank structure.

8. W/C Gurney then, with the use of charts, reviewed the forecast manning situation in respect of both officers and men. He provided members with copies of the charts used.

9. Illustrations showed that based on forecast figures the total effective ceiling on 31 Mar 68 will be 100,174 allowing a recruiting quota of 1984 non officer personnel. Based on a ceiling of 96,000 the forecast effective ceiling at 31 Mar 69 was shown to be 94,231 allowing for the recruitment of 3,171 other ranks. Based on the allowed officer ceiling the total number of officer recruits permissible for the period 1 Sep 67 to 31 Mar 69 will be 1683, however, because the ROTP/OCF intake since 1 Sep 67 has already reached 948 and the ROTP commitment for 1968 is 500, it is seen that the total officer intake until 31 Mar 69 must be restricted to 225. This is recognized as an extreme problem which will be difficult to resolve. It was pointed out that, because the whole problem is a fiscal one we cannot increase officer recruiting without a resultant detrimental affect in another manning area.

10. Council was advised that much more consideration is being given to the cross employment of men in related trades as one means of using personnel to greater effectiveness. Additionally, it was suggested that the Forces may no longer be able to afford to employ officers in their service elements, i.e. sea, land and air, but instead must utilize their special skills in the environment in which they are needed. W/C Gurney summarized this by saying it becomes more and more apparent that we can only resolve our present difficulties by placing the shortages against the surpluses regardless of service affiliations.

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11. In the ensuing discussion the CDS replied to a query from Commander ATC by advising the Council that it was expected that CFHQ will receive a clearer picture of the 1968/69 estimates before Jan 68, and at that time a more accurate picture of the manpower allocation by commands can be determined. In keeping with concepts expressed in the briefing the Commander, MARCOM, stressed the need to maintain recruiting quotas for the more specialized trades, even if this requires, on occasion, temporary misemployment of personnel in these trades.

ITEM II

O&M SAVINGS PROGRAM

12. CDS introduced the item by stating, because of target changes, it had been necessary for CFHQ to make some arbitrary reductions in the O&M field. To assist in providing for contingencies, he stated that further cuts must be considered with a view to creating a pool of funds for contingencies as they arise. This had not been done in 1967-68, and consequently we are faced at this time with some very difficult problems. He stressed that the commanders were the best ones to assess the areas where savings can best be effected and requested diligent cooperation in finding such areas.

13. At this point the Commander ATC announced that as a result of the financial management system operating within his command he could now positively identify an additional savings of \$.5M. The lesson to be learned, he suggested, is that the financial management system can show where activities can be reduced to make savings. He suggested, further, that a general application of this sort of system is necessary before Commanders will be able to effect the types of savings which are now required.

14. DC RES in the same general vein expressed the opinion that it is essential that some sort of management tool be set up to provide for the control of expenditures by activities. As a result of the lack of such a system, he finds at the present time that elements of his organization in certain specific areas are being curtailed in the use of POL while in the same area other activities are operating normally.

Secretarial Note: At this point in the proceedings the CDS expressed his apologies for having to leave the meeting to attend another function and handed the chairmanship over to VCDS.

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15. DGF then proceeded to brief the members on the situation in respect of O&M expenditures. He displayed a chart showing the trends in total expenditures over the past few years noting in particular that personnel costs have been rising steadily. While the total of other expenditures has remained relatively constant, there has been a considerable reduction in purchasing power as a result of inflation. He then reviewed the background of the current O&M portion of the 67-68 budget. He noted that the forecast requirement for this year had been some \$469.6M which, after Treasury Board screening, had been reduced to \$440.9M. As of September the forecast of spending in O&M indicated that this ceiling would be exceeded by some \$24 M. At that point attempts had been made to bring the spending in this area down.

16. DGF then produced a chart which indicated how the various O&M primaries are controlled. After reviewing the chart for the members, he pointed out that it is extremely difficult for base commanders to control O&M expenditures. He added, however, that it is possible to make economies. He then demonstrated with a chart the lead time which is necessary if expenditures in O&M are to be reduced. This lead time, in general, is approximately eight months. It follows, therefore, that at this time of the year it is extremely difficult to make savings of the magnitude required. To ensure that the O&M primaries are not over spent he suggested that between now and the end of the fiscal year it will probably be necessary to reduce POL consumption by about 50% since this is the only area where it is still possible to make the required savings.

17. Various possible options to an arbitrary reduction in O&M expenditures were then discussed. The DM pointed out, however, that there are in fact no options since Treasury Board will not permit the reallocation of funds from capital to O&M and because the government is determined to hold the line on expenditures generally.

18. The CG expressed the view that even cut backs of 50% were not realistic and indicated that even more drastic steps must be considered. He suggested that the complete cessation of the operation of ships, vehicles and aircraft might be the only means of staying within the figure allotted us. In the same vein, Commander MATCOM pointed out that savings in POL consumption usually creates savings of an equal amount in Primaries 70-79, but the reaction time between the two savings would be in the area of from four to six months. Consequently, a reduction of operations will not produce savings in this area until 1 Apr 68.

19. The Council was advised that instructions to effect all possible savings in Primary 14, i.e. maintenance of buildings, fuel, electricity, etc. had been dispatched to the Commands and these savings should be realized within a short time.

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20. DC RESERVES and Commander Air Transport Command suggested that steps should be taken now to reorganize the delegation of spending authorities so that in future years Commanders will be responsible for both control and activation of certain primaries. It was considered that only by this means could effective measures be taken to stop spending when necessary. The view was expressed that general application of the financial management system would provide the required control. The DM, noting that this is not yet possible, stated that he would look into the question of introducing some temporary measures for next year.

21. In summation, the Commanders were thanked for the savings they had already effected and once again urged to look into every facet with a view to continuing their successful efforts.

ITEM III

STANDING COURTS MARTIAL

22. G/C Hollies of the JAG spoke to this item recalling that when it had been discussed previously questions have been raised concerning the precise circumstances when standing courts martial would or would not be used. As a result of these questions the JAG had prepared guidelines covering the use of standing courts martial and these had been circulated to members. In effect these guidelines provided that an overseas commander should not direct a trial by standing court martial unless the offence was one against civil law. He explained that, in effect, standing courts martial would serve as a substitute for a magistrate's court in Canada. The guidelines provided further that a standing court martial should not be used if, in the opinion of the convening officer, any alternative charge to the basic charge might result in incarceration or reduction in rank.

23. After a brief discussion the members indicated that the proposal to establish standing courts martial for use as outlined is acceptable. The DM asked what would happen if, despite the opinion of the convening officer, the standing court martial handed down a sentence involving incarceration or reduction in rank. G/C Hollies explained that the convening officer is also the reviewing officer and that if such a sentence were handed down the reviewing officer could commute the sentence. It was also pointed out that these courts martial would be convened only at the request of senior officers whose judgment of the situations would be backed up by considerable experience.

24. G/C Hollies also pointed out that the proposal contained recommendations concerning the provision of qualified defence council and also recommended that the normal procedure of reporting the proceedings to the Minister be waived unless the prosecution involved a violation of the criminal code or the sentence provided for incarceration. The members agreed also with these proposals.

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ITEM IV

HEARING CONSERVATION

25. The Surgeon General, in introducing this item, pointed out that approximately 10 to 15% of service members considered by the Career Medical Review Board are referred to the Board because of perceptive deafness. Most of these members are employed in the Infantry, Armoured Corps, or Artillery and their hearing loss often results in their release or remuster at a time when they are reaching their peak of ability.

26. He then introduced Colonel Fitch who stated that, in the past, hearing difficulty has generally been of concern to personnel because of pension implications. However, it is now becoming more apparent that large numbers of personnel are suffering from hearing deficiencies, of which they are unaware, but which can seriously affect the efficient performance of their duties.

27. The Council was shown a short film which illustrated some of the causes of hearing losses and which stressed the importance of adequate aural acuity in combat operations.

28. Col Fitch then explained that CFAO 34-22 entitled "Hearing Conservation" is presently undergoing revision with a view to providing a higher degree of emphasis to this program, which was initiated in 1963.

29. In the ensuing discussion the Surg Gen stated that it is not intended to ask units to appoint officers strictly to the task of solving noise problems but rather to form a committee of personnel most directly involved in controlling noise producing equipment or enforcing regulations involving the use of noise protective devices.

30. In response to a query from Commander ADC, the Surg Gen agreed that, although such a committee might be headed by a MO, it would of necessity need to include personnel directly connected with operational safety. The wearing of noise suppressors around stationary aircraft was recognized as a problem best handled by safety officers employed in that field.

31. In summation, the VCDS thanked the Surgeon General for his presentation and expressed confidence that the Commanders would support the hearing conservation program.

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ITEM V

Secretarial Note: The CDS rejoined the meeting for this and subsequent items.

BRIEF REPORTS BY BRANCH CHIEFS

Vice Chief of the Defence Staff

32. Speaking as Acting VCDS, Major General Dare advised the Council that the NATO Military Committee in Chiefs of Staff Session, and the Ministerial Meetings of the North Atlantic Council, will take place in Brussels during the week of 11 Dec 67. The MND and CDS will be attending.

33. He noted that a meeting of the Conference of Defence Associations, which includes sea, land and air elements, will take place in Ottawa 11-13 Jan 68. Acting VCDS suggested that if proclamation is announced near that date the senior military representatives attending the meeting will need to be prepared to answer questions which will probably arise regarding service and corps identifications.

34. He advised that the final meeting of the Training Study Group would be held on 13-14 Dec, and that the study was thus nearing completion.

35. Acting VCDS stated that the survival Operations function had been re-examined recently with a view to reducing costs. As a result of the study it has been proposed to supplant the present siren system by using radio and TV facilities. It was hoped that \$1.5 M will thus be saved over a three year period. After this trial period the situation can be re-examined, taking into consideration the world political scene at that time, and the siren system can be reintroduced if considered necessary.

36. In respect of the federal warning system the CDS said that consideration might be given to assigning this function in total to Air Defence Command. This proposal was discussed briefly by the members and the Commander ADC agreed that it appeared to be feasible and could well result in some savings. The Commander ADC pointed out also that such a move would likely be well received by CINCNORAD since his terms of reference make him responsible for the provision of warning to the Canadian government.

37. Acting VCDS stated that a Cabinet submission will be considered by the Defence Council on 18 Dec advancing those recommendations which had been discussed at the last meeting arising from the Ross Report. He noted that in this connection TC has been asked to study the possibility of creating facilities for the trades training of French Canadian personnel to Pay Level 3 in the French language.

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38. The Acting VCDS also reported that in consultation between CFHQ, ADC and NORAD it had been agreed to attempt to avoid further reductions in the air defence system. To ease the Canadian financial problems, however, it is now proposed that government to government negotiations be undertaken with a view to re-arranging the cost sharing agreements for air defence. Specifically, it is proposed to return to the old Pinetree formula which provided for a sharing of costs on a 1/3 to 2/3 ratio. This formula had been abandoned at the time of the triangular transaction, but since the CF101s, procured under that agreement, have now been paid for, a return to the formula appeared to be in order. A letter outlining this proposal had recently been sent to the Secretary of State for External Affairs.

39. The Council then discussed briefly the implications of the recommendations arising from the Ross Report. The intention to establish a CF 5 squadron at Bagotville, manned by French speaking personnel, was reiterated; as was the intention to man the base predominantly with French speaking personnel. CDS pointed out that the basic problems arise from social and educational causes and that the key to the consolidation of French speaking units in the Province of Quebec will be to provide for manning not only by French Canadian personnel but by bilingual personnel. Bilingualism would, he suggested, be the key to success in this endeavour.

40. The Commander ATC, noting that the proposals advanced have considerable merit, suggested that extreme care should be taken to avoid any appearance of the creation of an autonomous armed force for the Province of Quebec. He suggested that this appearance could be avoided since actually the Force had been moving in this direction for some time and that the steps proposed were simply a logical progression. The Commander ADC, endorsing the remarks of the previous speaker, suggested that there would be no need to advertise the steps being taken. He pointed out also that there appeared to be an opportunity of manning at least the Ontario based Radar Station at Falconbridge with predominantly French speaking personnel.

41. The CDS, noting these remarks, acknowledged that undoubtedly there would be criticism of the actions proposed, but these would be easy to answer. In the case of the adjustments proposed for Valcartier, he pointed out that these fell in logically with the general force structure reconfiguration of Mobile Command.

42. Remarking on the forthcoming NATO meeting, the CDS stated that NATO strategy will probably change considerably within the next few years and, although such changes will necessitate some adjustment on our part, it appears that the envisaged strategy is one which our present manning and equipment plan should adapt itself to with little difficulty.

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Chief of Technical Services

43. CTS advised that it has been agreed that development of the Hydrofoil will continue until its allotted fund of \$50.5M has been depleted.

44. This will not provide for the installation of the fighting equipment, but should provide for delivery of the basic vehicle to MARCOM before next year's freeze up in the St Lawrence.

45. He reported that the Restigouche conversion program had been deferred for at least one year and that, as a result, DDP had been instructed to cancel the tender for reconfiguration of Chaudiere.

46. He noted that after Dec 67 the Forces will not receive any further deliveries of Buffalo aircraft until the autumn of 1968 since production is being diverted to Brazil. He said deliveries to date total seven aircraft. The MOBCOM representative noted for information that, at the moment, all Buffalo were grounded temporarily pending investigation of oil accumulation in the reduction gear.

47. CTS stated that delivery of the Falcon aircraft will commence this month with two aircraft being delivered monthly through Feb 68 and one other in March. Plans call for the issue of one aircraft each to AETE and ATC in Dec. Commander ATC advised that the Falcon would be introduced into operation in March.

48. CTS advised the Council that the DND has agreed to participate with NRC, DRB and Dept of Indian Affairs in test trials of a Hovercraft at Fort Churchill between Jan and Nov 68.

49. He advised that a directive had been prepared covering use of the new Forces emblem on commercial type vehicles. Decals for this purpose are now in stock and will be issued on proclamation of the reorganization act.

50. He noted that CFHQ has been receiving numerous complaints with regard to the service and storage facilities provided by some moving firms. As a result of the complaints investigations have been conducted and since Jan 67 the findings have caused the names of seventeen carriers to be stricken from the list of those recognized by the DND.

51. He advised further that new, special trans-Atlantic fares had been negotiated for the Forces covering both passengers and freight. Finally, he noted that the Special, round the world Christmas airlift would not return to Trenton until 18 Dec, and that consequently, some mail from overseas personnel may arrive at destinations too late for Christmas.

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Chief of Personnel

52. CP advised that the MND had approved the reorganization of bands which will reduce them in number from 17 to 9.

53. He noted that the new Forces Ensign was ready for issue and a CFAO regarding its use is presently in draft form. The ensign will first be flown at the time of proclamation.

54. CP stated that a substantial number of personnel moves would normally take place during the summer of 1968. However, because of the financial situation it will be impossible to effect them all. He advised that career implications will be considered as much as possible.

55. In regard to recently convened Promotion Boards, CP advised that they had worked exceedingly well. The inclusion of representatives from other services on the various boards had paid dividends, and he thanked the Commanders for providing representation. He noted they would be completed in Jan.

56. CP advised that a Mess Dinner with the Governor General as guest of honour is being planned for early Feb 68. He stated that, consistent with the commitments of the CDS, it is hoped to schedule the event at a time when the Forces Council is meeting in order that members of the Council may attend.

57. He then advised that Treasury Board has approved the new rental rates for PMQs, to take effect 1 April 1968. The new rates will be based on a weighted national average assessment as appraised by CMHC. In no case will the married quarters charges exceed 25% of one's gross monthly pay. We have also been told that the new rates will be levied against all Crown owned married quarters occupied by civilians and the RCMP. A federal Government announcement is expected shortly covering the new charges for Crown housing occupied by Civil Servants, Military and RCMP; consequently, no DND announcement should be made in advance of this.

58. Council was informed that rents will be raised once annually, commencing 1 Apr 68, by an amount not to exceed \$15.00 monthly until such time as the CMHC appraised value has been reached. It was pointed out that PMQs overseas, TMQs and EMQs would not be affected by the new rate structure and no house would be assessed a rent more than \$271.00 monthly including utilities.

Comptroller General

59. CG advised that funds allotted to personnel travel are in short supply and requested that the Commanders and Branch Chiefs restrict TD travel to only that considered absolutely essential.

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Defence Research Board

60. The Vice Chairman, DRB advised that in the re-examination of the DRB budget no cuts in external grants, such as those to universities, for the 1968-69 fiscal period had been proposed. However, he noted that the year following will probably be more difficult fiscally and the disposition of funds will receive more critical examination before allocation.
61. The Council was advised that the NBC program had been undergoing review by DRB, and discussions regarding cutbacks will be held between DRB and DND in the near future.
62. Dr. L'Heureux further advised that a bilingual position has recently been established within DRB Secretariat. This position would provide a focal point for problems concerning bilingualism.

ITEM VIBRIEF REPORTS BY EACH COMMANDERMaritime Command

63. Commander Maritime Command advised that MARCOM forces had recently taken part in the Canada-US Exercise Silex during which there may have been a nuclear intruder. The Exercise had shown that there is room for improvement in the localization and kill phases of ASW. He further advised that planning for the NATO Exercise Neat Play, scheduled for next spring, has commenced. While this exercise involves primarily U.S. and Canadian Forces, participation by French forces has introduced some security problems.
64. The Commander Maritime Command then spoke briefly of a recent exercise which had been held in the Pacific involving participation by Canadian destroyers. The exercise, he said, had been a large scale exercise based on the Viet Nam type of operation and from the conduct of the exercise there can be no doubt that the US Forces are, in fact, engaged in a major war. Considerable information was obtained from this exercise on the extent of sophistication in ECM activity apparent in the air war in Viet Nam. Further reports on this aspect will be forthcoming. The Vice Chairman DRB expressed considerable interest in this report and asked that as much as possible be provided to his organization.
65. Commander MARCOM continued by stating that he had recently sponsored a "Businessman's Symposium" attended by prominent members of the Halifax business community. He advised that the symposium had proven to be an excellent means of communicating with the public and expressed the opinion that those attending have gained a far greater appreciation of the problems and aims of the DND.

66. In response to a query from Commander Air Transport Command, CDS stated that CFHQ will look into the possibility of declassifying the "Rationale for Canadian Defence Forces" for use in discussions with similar groups.

Mobile Command

67. A/V/M Jacobsen advised the Council that MOBCOM is experiencing some difficulty with Buffalo aircraft serviceability and the acquisition of helicopter spares. He noted, however, that both problems are considered minor ones and should be rectified shortly.

68. Council was advised that the MOBCOM force structure is being staffed at that HQs and the finished product should be forwarded to CFHQ shortly.

69. In this regard, CDS stated that the MOBCOM force outline provided by CFHQ should be considered a proposed structure only with the details of its composition to be decided upon by MOBCOM. He stated, however, that it is hoped it will be possible to reduce the costs of training in MOBCOM next year and suggested that local training exercises might just as effectively provide the necessary simulation. CDS stated that, although it is not intended to eliminate the use of exercises as a training vehicle we should attempt to reduce them in scope.

70. In the same regard the CDS advised that all Commands have been asked to look into the possibility of conducting summer cadet training at functioning bases such as Valcartier rather than incur the costs of opening dormant bases solely for summer training.

Air Defence Command

71. Commander Air Defence Command advised that due to the results of an investigation of a recent CF 104 crash all ADC CF104s are undergoing an 8 hour inspection with particular attention being given to possible metal fatigue in the intake guide vanes. Upon completion of the 8 hour inspection the guide vanes are being inspected daily before the aircraft are declared serviceable.

72. Council was advised that the transition of ADC to the BUIC III system will create a greater demand for Rdr Techs and, because the Forces are already short of such tradesmen, a manning problem is envisaged for our radar units.

73. In response to a query from CDS, Commander ADC advised that isolation employment does not appear to be a critical manning factor any longer, and expressed the view that the Oct 66 pay increase has produced the desired effect. He pointed out also that the effects of isolation tend to diminish when such bases are commanded by personnel who have been carefully selected.

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74. Commander ADC advised that with the pending reconfiguration of NORAD the 36th NORAD Division will encompass a much larger area of Canadian air space and include the national control of the OTU aircraft at Bagotville. Because of this new responsibility Commander ADC noted that an increase of approximately 8 Canadian personnel will be required at the 36 Div HQs at Topsham, Maine. On the other hand, the requirement for Canadian personnel in the 41st Division should decrease.

75. The Commander then reported that the USAF 101s had been redeployed from Goose Bay during the last week. This, he suggested, ends any nuclear weapons problem which existed at that location and is probably indicative of a down-grading of the air defence activity in that area. In furtherance of this thought, he mentioned that, in the context of cost sharing discussions with the USAF, the USAF had hinted of a possibility of phasing out three radars in the Labrador area with the probable result that the Goose Bay sector would become an early warning and surveillance sector only with no combat capability.

76. With further reference to the pending reconfiguration of the NORAD system, the Commander noted that this had been planned originally to take place on 1 Apr. However, it now appears impossible to meet this date and NORAD had sought agreement to effect changes on 1 Jun 68. The Commander said he had not agreed to this suggestion since this would involve a relatively expensive interim Mode III operation. Consequently, he had recommended to CINC NORAD that the reconfiguration be postponed until 1 Nov 68 and he ventured the opinion that USAF ADC would agree with this date.

77. The Commander noted that it will soon be necessary, in view of the situation in respect of housing at North Bay, to make a decision on possible deferral of the planned move of the balance of his HQs to North Bay. Final consolidation, he said, might not be possible of achievement until perhaps Dec 68. The CDS expressed regret at these delays noting that any postponement of the move postpones also projected savings in manpower. The Commander ADC acknowledged the CDS's concern and noted, however, that the final decision would not have to be taken until some time in Jan.

78. With respect to facilities at North Bay, CDS suggested that study should be given to the possibility of the CFHQ emergency HQs being located at North Bay. He pointed out that, because all the existing communications and other facilities are already available at that base, it did not appear practical to continue the necessary expenditures involved in maintaining the dormant accommodation at CFB Petawawa.

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1 Air Division

79. A/C Thompson representing the Commander 1 Air Div advised the Council that considerable progress has been made in the take-over of Lahr. He stated that 900 of the 1000 PMQs are now in Canadian possession and the remainder should be taken over by 1 Jan 68. Council was informed that a new high school had recently been opened and students are no longer required to attend classes on a shift system.

80. The Members were advised that 1 Air Div O&M studies are being continued and may be expected to produce further savings shortly.

81. The CDS extended his congratulations to all the personnel of 1 Air Div for the excellent job they had done in the relocation to Lahr.

Material Command - Nil.

Air Transport Command

82. Commander ATC commenced his brief by suggesting that efforts be made to correct the erroneous newspaper reports regarding the issue of the Centennial Medal.

83. Under the heading of current operations he noted that the Command had been alerted against the possibility of an evacuation of Canadian Forces from Cyprus but that their plans in this regard had been circumscribed by knowledge of the cost of such an operation had it been necessary. He noted also that a single Hercules aircraft had been deployed to Ascension Island against a possible requirement to evacuate mercenaries from the Congo. With reference to the instructions which had been issued to reduce flying activities, he reported that this action has generated a number of complaints from the lower levels of his command.

84. Referring to discussions he had noticed in the minutes of recent CDS Staff Meetings, he said that he could appreciate the concern of the Commander MARCOM in respect of the adjustments proposed in the Radio Navigator field. His command, he said, is in the process of withdrawing Radio Operators from all heavy transport aircraft and that until it had been possible to send a briefing team around to discuss the problem with the ROs, the personnel concerned had been most disturbed and unhappy about their prospects for the future.

85. The Commander noted also that at a recent CDS Staff Meeting it had been suggested that a reduction be made in the number of trans-Atlantic flights as a means of saving O&M funds. In this regard he said he would like to emphasize the fact that the only

reason an Air Transport fleet is maintained at all is for its emergency role. Consequently, he suggested that it is improper to refer to his operations as a "transport system". Peacetime operations are aimed at providing a service which is compatible with wartime tasks and consequently the appropriate term would be "Air Transport Force".

Training Command

86. Commander Training Command advised that the backlog of recruits awaiting trade training is such that it will not be eliminated until Apr 68. Noting that recruiting activity is now at a very low level he suggested it might be appropriate to take a hard look at how the recruiting and selection processes are handled with a view to combining these two functions. Since much of the recruiting information provided by recruiting centres is disseminated by mail, it seems unnecessary to maintain these centres in downtown urban areas. Closing of these downtown centres and the consolidation of activities could result in a considerable savings of personnel.

87. Council was advised that Commander TC has extended invitations to the Cabinet Ministers and prominent businessmen in the Winnipeg area to attend a briefing similar to that hosted recently by MARCOM. It is hoped that the function will also provide the civilian community with a better understanding of service aims.

88. Noting that the increased cost of long distance telephone calling had been discussed, he noted that he had instructed his staff last March to attempt to reduce their use of long distance telephones. However, some 2½ months later the cost within his command had risen by some \$1500 per month. In consequence, he had ordered that no long distance telephone calls would be placed over a 15 day period. This had been upsetting to the staff but now savings in the order of \$2000 per month had resulted. He suggested that while this is not a good way to be efficient it nevertheless takes this kind of arbitrary decision if meaningful savings are to be made.

89. Referring to the study he had been asked to undertake on French technical training, he noted that since this was being undertaken within a very short time frame it would not be as comprehensive and thorough as might be desired. The study is apt to show, he said, that there may be a requirement for a very heavy capital outlay to duplicate in part the sort of facilities which exist at Clinton and Borden. This, he said, does not represent an attempt to avoid the problem but is simply intended as a warning that equipment costs will probably be high.

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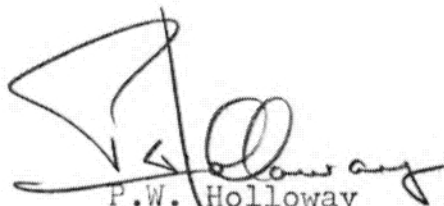
90. CDS regretted the short time allowed for the study but stated that it was caused by a requirement for an early submission to the Cabinet. Additionally, he suggested that in conducting its examination, Training Command should not restrict itself to consideration of St Jean as the only location for the possible training site.

Canadian Forces Communication System.

91. Commander CFCS advised the Council that long distance telephone arrangements with civilian telephone companies are not necessarily all of the blanket variety. He stated that arrangements differ from coast to coast and Commanders should be aware that because they may be able to direct dial across the country on a service allotted line it is quite possible that each call is assessed individually. He advised that Commanders will be provided with a paper indicating what arrangements are in effect to assist them in taking economy measures.

92. The CDS suggested that instead of placing long distance calls staffs should be encouraged to make far greater use of the communication system. This can only be of benefit, however, if the tendency to classify messages which, in fact, could be sent unclassified is avoided. By using low precedence unclassified messages which can be passed through the communications system during the quiet hours considerable savings should accrue. He asked the Commanders to initiate a real try in an attempt to reduce the cost of telephone communications.

93. CDS adjourned the meeting and stated that all members would be advised when the Council would next convene. He thanked the members for their contributions and extended his best wishes for a happy festive season.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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DISTRIBUTION

Minister	Commander Mobile Command
DM	Commander Maritime Command
CDS	Commander Air Defence Command
VCDS	Commander Air Transport Command
CTS	Commander Training Command
CP	Commander Materiel Command
CG	Commander 1 Air Division
CDRB	Commander 4 CIBG
DC OPS	Maritime Commander, Pacific
DG OPS	Commander CDLS(W)
DC PLANS	Commander CDLS(L)
DC RES	CFSRS
DGOR	PRB
DC PROG	
DIS	
SEC DS	
Mil Sec	
CDS/CR	
DSecDS(MM)	
CFCS	
D HIST	
Surgeon General	

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SUMMARY RECORD OF DISCUSSIONS
OF A SPECIAL MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 8 JANUARY 1968

Canadian Forces Headquarters
OTTAWA, Ont. 16 January 1968

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Lt General LGC Lilley	Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Rear Admiral WJ Elliot	Surgeon General
	Major General MR Dare	Deputy Chief Reserves
	Lt General WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	Major General RP Rothschild	Commander Materiel Command
	Air Vice Marshal ME Pollard	Commander Air Defence Command
	Air Vice Marshal AC Hull	Commander Air Transport Command
	Air Vice Marshal RJ Lane	Commander 1 Air Division
	Brigadier AJ Tedlie	Representing Commander Training Command

IN ATTENDANCE

Mr. EB Armstrong	Deputy Minister of National Defence
Dr. RJ Uffen	Chairman Defence Research Board
Rear Admiral JA Charles	Commander Maritime Command Pacific
Maj General R Rowley	Chairman ODB
Group Captain RE Mooney	CFCS
Colonel LA Bourgeois	DIS
W/C LC Morrison	DIS
Commander P Simard	MA/CDS
Mr RL Raymont	ESO/CDS

Item I	Air Commodore DC Laubman	DGPR
	Brigadier WJ Lawson	JAG
	Group Captain HA McLearn	JAG
	Captain AO Solomon	DPLS

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SUMMARY RECORD OF DISCUSSIONS
OF A SPECIAL CANADIAN FORCES COUNCIL MEETING
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 8 JANUARY 1968

1. CDS opened the meeting and welcomed members. He explained that the meeting has been convened to give members an opportunity to discuss a proposed briefing which deals with implications arising from the coming into force of the Canadian Forces Reorganization Act, and which will be given to all members of the Canadian Forces prior to proclamation. A draft of the suggested briefing text which had been forwarded to members would form the basis of the discussion.

2. Commander 1 Air Division initiated the discussion and presented the following four general comments:

- a. The Commander considered that the Canadian Forces were now involved in an evolutionary process which would result in the development of a unified force. Proclamation of the unification bill would not automatically produce solutions to all problems and many would remain unsolved until resolved by the evolutionary process which could require a lengthy period of time. He considered that this should be stressed and members made aware that immediate solutions to all problems would simply not be forthcoming.

CDS explained that many actions to implement unification have been taken, and great progress already achieved. However, some actions have been slightly premature or out of sequence and, in these cases, corrective action must be taken. He considered that at least a year would be required for completion of this phase and to confirm and solidify basic concepts. In other areas only evolution will resolve problems and the time lag will be more pronounced. In all cases, the general trend of thought and action must be designed to complete the unification process with all possible dispatch and decisiveness. CDS considered that even though the overall process will undoubtedly be lengthy it was not desirable, for briefing purposes, to emphasize this point unnecessarily.

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- b. Commander 1 Air Div requested that careful consideration be given to statements made by briefing personnel and that under no circumstances should vain promises be made. Any statements concerning future activities must be accurate, realistic and capable of fulfilment. Members supported unanimously this request of Commander 1 Air Div.
- c. Commander 1 Air Div referred to the proposed retirement policy. He considered that this was of vital concern to members of the Forces, that many questions would be raised and much harm could be done if replies to these queries were not accurate. He suggested that no statement concerning retirement policy be made until the policy was finalized.

DM reported that the retirement policy had now been approved by Treasury Board and is embodied in an amendment to Queen's Regulations and Orders dated 2 Nov 67. A copy of this amendment was issued to members.

A lengthy discussion of the retirement policy ensued. It was agreed that the approved policy was not, in all respects, the one most desired by the Forces, however, it represented a reasonable compromise which had been arrived at after extensive arbitration. It was agreed that further protest at this time would be pointless. CDS reported that the retirement policy as defined in the amendment to QR&O will be amplified by a policy statement which will be issued in the near future.

Commander MOBCOM observed that, at present, the Forces were encumbered with overage personnel i.e. pilots, company commanders, senior NCOs etc. The hope had been that legislation would be introduced to permit the retirement, with dignity, of these people when they were approximately 40 years of age. The new retirement policy, when put into effect, would permit retirement of such individuals at approximately 46 or 47 years of age. This is most adverse and though a slight improvement over the present regulations it presents an extremely difficult problem when one is fabricating the design for a meaningful career structure.

- d. Commander 1 Air Div observed that the financial situation which has been brought about by the current budget squeeze has been confused, by many members of the Canadian Forces, with the unification process. He recommended that the briefing be expanded to clarify and isolate into separate segments, the financial situation and the unification process, thus overcoming unnecessary and often adverse confusion.

Members agreed unanimously that such an expansion would be advantageous and should be included in the briefing.

CDS commented briefly on the need for a career structure vs rank structure. He realized that conflicts exist, however, observed that the Canadian Forces are at the starting point of an extremely complex reorganization which is further impeded by limited resources. Many activities now starting are really on a trial and error basis, therefore, as results become obvious and studies have been completed, which will be approximately in one years time, further changes including a possible revision of the retirement policy may be necessary.

3. Commander Materiel Command continued the discussion and presented the following three questions:

- a. Will the new Queen's Regulations and Orders be released before the briefing of the Canadian Forces takes place?

CDS informed the meeting that the new QR&O will be released 12 Jan 68.

- b. Will the unification bill be proclaimed in part or in whole?

CDS informed the meeting that the bill will be proclaimed in whole.

- c. When will officers be notified of the list, branch or career field to which they will be relegated?

CDS explained that the problem has been under study for some time. Although the basic work has been completed changes will be inevitable and he felt that disclosure of information concerning lists, branches or career fields at the present time would be premature. He felt that it would be preferable to indicate, to members of the Forces, in general terms, the overall picture and tell them that in effect there will be no change at all in this respect as of 1 Feb.

4. Commander Air Defence Command asked when the new rank titles would be adopted. CDS explained that the new rank titles would be brought into use on 1 Feb 68.

5. Commander Maritime Command observed that raising the release age for Sergeants to 50 years or 30 years service would slow promotion. Present indications are that Naval promotions to the rank of Sgt on the West Coast will virtually cease for five years,

however, the right to approve or deny re-engagement may provide a loophole through which a degree of control can be exercised.

6. CDS said that he realized the implications of the situation but felt that an adequate solution could be devised within the command. He pointed out that there would be no change in present regulations until 1 Feb 70 and the first results of the new legislation concerning retirement would become effective after that date.

7. At this stage a general discussion took place concerning pension penalties and the right of individuals, i.e. ROTP, recent graduates of technical courses, graduates of the Medical Subsidization Plan etc., to elect early retirement if they were unwilling to serve in the unified force. CDS explained that the subject required further investigation, however, the intent was to retain the present regulations. He further explained that the obligation assumed by an ROTP student or graduate of the Medical Subsidization Plan was one of service which might be replaced by a cash settlement if such a settlement is considered warranted by the Minister. He agreed that the Minister should be made aware of the implications inherent in this problem and that the substitution of a cash settlement in lieu of service should be restricted to compassionate or cases of a similarly urgent and demanding nature. He directed that the briefing refer to the speech of MND in Dec 66 wherein the Minister confirmed that present regulations would be honoured.

8. Further portions of the draft brief were now discussed and revised accordingly. These sections included reference to Army corps, the use of "Royal" titles, replacement of Army corps by systems, promotion policy vs career prospects, codes of service discipline, aircraft, ship and vehicle marking policies.

9. A discussion concerning protocol associated with flying the Canadian Forces emblem took place. In conclusion CDS explained that the intent was to fly, over military establishments, both the Canadian national emblem and the Canadian Forces ensign if appropriate. However, the following applies:

- a. The Canadian national flag will always be flown at the masthead of the main flag pole.
- b. The Canadian Forces ensign will be flown on secondary poles or elsewhere, i.e. Camp Headquarters as appropriate.
- c. The Canadian national flag, only, will be flown on overseas bases.

CDS directed that the draft CFAO be revised to incorporate the above directions and be expanded to include revisions for the paying of honours and compliments. The revised CFAO will be forwarded to

commanders for their information. CDS further directed that DCeremonial reinstitute a study for selection and adoption of personal flags for senior members of the Canadian Armed Forces.

10. Commander MOBCOM next presented the following three observations:

- a. The Commander considered it essential that new enrollees be informed upon entry about their future activities and associations. He continued by explaining that until the unification process was resolved, a common service produced and a common uniform in wear, new enrollees must understand that they will be identified with Army, Navy or Air Force according to their choice and will wear the badges and accoutrements associated thereto. CDS and members agreed that this explanation was required.
- b. Commander MOBCOM felt that it might be inappropriate to stress unduly the importance of proclamation of the unification bill. He considered that many, if not most, activities to bring about unification could be taken without passage of the bill and that undue stress upon proclamation might make members of the Forces think that this was a magic panacea to bring about immediate resolution of all problems, while this certainly was not the case. A short discussion ensued during which the rationale for proclamation was examined. It was agreed that, in many areas, proclamation was not absolutely essential since most of the desired actions could, legally, be undertaken now. However, proclamation would certainly overcome many difficulties thus making the course of unification far smoother even though alternate means might be possible under existing regulations. CDS directed that the message be redrafted accordingly.
- c. Commander Mobile Command considered that the present concept for adoption of the new rank titles should be examined with a view to making the directions more clear cut and well defined.

11. A lengthy discussion concerning the use of new rank titles followed during which the CDS pointed out that he had been given the authority by Order-in-Council to establish, within the parameters of the act, what rank titles would be used and by whom. The Commander MOBCOM in particular pointed out that a most unmilitary relationship would emerge if all personnel other than Naval personnel were permitted to use on duty the rank titles of their choice. The members agreed with this observation; the general consensus being that it would be far better for the CDS to issue a firm order on the subject. The JAG pointed out that it would be

perfectly legal for the CDS to direct the use of particular rank titles for personnel while on duty and that the voluntary aspect need only be applied to the use of rank titles for social purposes. In response to a question by the CDS the Air Force officers present were unanimous in recommending that all Air Force personnel be directed to use the new rank titles while on duty. Accordingly, the CDS directed that the draft briefing and the CFAO on this subject be amended to reflect the following:

"All former RCN officers and men will continue to use the traditional Naval titles, as will newly enrolled personnel serving in what can clearly be described as a "Navy" job. All other personnel will adopt the new titles except former Army and newly enrolled personnel in land force organizations where private and corporal equivalents have traditionally had such titles as Gunner, Sapper, Rifleman, Trooper, Bombardier, and so on. Similarly, the title "Aircraftman" will be retained for former RCAF and newly enrolled men of private equivalent rank employed in clearly defined "Air Force" jobs. As new groupings emerge, we expect new descriptive titles will come into use. When men are transferred from one grouping to another they will assume the title used in the new grouping. Officers and men who are not required to use traditional Naval titles and NCOs and men who are not required to use such titles as Trooper and Aircraftman, may, if they so desire, use the rank titles of their former service, for other than official purposes, upon application to their commanding officer."

12. Further portions of the draft briefing were examined and revised where necessary. The new retirement regulations were again considered and discussed at length. In summary the following emerged:

- a. No forced attrition to be introduced.
- b. Present regulations must be honoured in accordance with previous promises made.
- c. The eligibility for retirement of Colonels and above and Lieutenant Colonels and below, after 30 and 28 years service respectively, apply to all personnel after 1 Feb 68 regardless of whether or not they elect to come under the new regulations.
- d. The policy for personnel now serving in the Forces is to permit them to serve until they reach the retirement age, specified for their rank under present regulations or retire at their own choice after completing the required term of service.

- e. If personnel now serving choose to elect the new terms of service then they will be governed by these terms.
- f. Personnel will have until 1 Feb 69 to decide upon adoption of the new terms or remain under present regulations.
- g. The new terms of service become effective 1 Feb 70.

13. Considerable discussion took place on that portion of the briefing which dealt with abolition of the corps system. The Commander Mobile Command suggested that the proposed statement was in complete disagreement with what had been said by the Minister in his speech on second reading of the bill. He agreed, he said, that the Army corps as such would have to disappear but he suggested that the statement in the draft briefing was far too precise in implying that the entire corps system would go. While they would no longer be Army corps as such, he argued also that there is a clear need to retain the combat corps of Infantry, Armour and Artillery since they will not be required to unify with any other elements of the Forces. The Commanders ADC, ATC and Air Division pointed out that the majority of airmen were concerned over retention of the corps system, and worried lest they be incorporated into one of the existing corps. In the discussion, however, it was again emphasized that the Army corps would disappear as such. It was acknowledged that corps-like structures might well emerge in the unified force but apart from Infantry, Armour and Artillery, these would have little resemblance to those now existing. On this understanding an amended paragraph for inclusion in the briefing was agreed.

14. CDS told members that the revised briefing would be forwarded to them by message on 10 Jan 68. They and their commanders at all levels are to conduct briefings to all portions of their organizations on 15 Jan. A bulletin, which amplifies the briefing message, will be issued between 16 - 24 Jan. He hoped there would be a personal copy of this bulletin for all members of the Forces.

OTHER BUSINESS

Dare Study

15. CDS informed members that the next meeting of the Forces Council would be held 30 Jan at which time a report on individual training for men of the Canadian Armed Forces, prepared by Major General Dare and his study group, will be presented.

Dinner - Governor General

16. CDS told members that a dinner would be held on 30 Jan. The purpose of this dinner is to dine in the Governor General as Honorary

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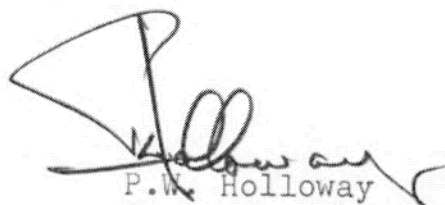
Commander-in-Chief of the Canadian Armed Forces. Members of the Forces Council are requested to attend and will be free to return to their commands in the morning of 31 Jan.

Reorganization - CFHQ

17. CDS explained to members that difficulty has been encountered in the operation and coordination of work within CFHQ and between CFHQ and Commands. No major reorganization is necessary, however, several adjustments, particularly within the VCDS Branch will be made. Proposed adjustments will be presented to a CDS Staff Meeting and referred to commands prior to implementation. One major requirement is to place expertise at the right place and at the right level, consequently, commands may become OPIs for specific tasks. CDS hoped that action to effect adjustments in the CFHQ structure could be taken prior to the end of January.

Financial Situation

18. CDS again reminded members that the Canadian Forces were still in the critical situation which has been brought about by the current budget squeeze. He requested commanders to continue their efforts to effect economies in every possible manner, but reminded them that operational standards must be maintained. He explained that next year will also be critical insofar as finances are concerned and that heavy pressure can be expected in the Oct/Nov time frame. He hoped that the situation might be clarified to a certain extent by June or July, at least to the extent where a meaningful decision could be taken to resolve the personnel situation, including the question of possible forced attrition.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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Mil Sec
CDS/CR
DSecDS(MM)
Commander Mobile Command
Commander Maritime Command
Commander Air Defence Command
Commander Air Transport Command
Commander Training Command
Commander Materiel Command
Maritime Commander, Pacific
Commander 4 CIBG
Commander 1 Air Division
Commander CDL(S)(W)
Commander CDL(S)(L)
Commander CFCS
DG OPS
D HIST
Surg Gen
CFSRS
SecPRB DPPC Attn Lt Col Winter

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REVISED AGENDA
FOR MEETING OF CANADIAN FORCES COUNCIL 1/68
TO BE HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 30 JANUARY 1968

<u>ITEM</u>	<u>SUBJECT</u>	<u>SPONSOR</u>
I	<u>Canadian Forces National Track And Field Championships 1967 and 1968</u> (Ref: P5592-89-67 TD 7305 (DDT) 8 Jan 68 S1150-4110/C47 (DSecDS(MM) 12 Jan 68)	<u>CP</u>
II	<u>Canadian Forces Establishments and Manpower</u> CG Staff will present a briefing on the status of Production of Revised Establishments and will outline in particular Adjustments in Establishments for Civilian Personnel.	<u>CG</u>
III	<u>Briefing on Personnel Benefits</u> (No supporting data)	<u>CP</u>
IV	<u>1967 Flight Safety Report - Briefing</u> (No supporting data)	Director Flight Safety
V	<u>CFHQ Progress Reports</u> - Branch Chiefs will speak for approximately 5 minutes covering major activities and/or problem areas of mutual concern to Commanders.	<u>Branch Chiefs</u>
VI	<u>Brief Report by each Commander</u> - Commanders will speak for approximately 5 minutes covering major activities and/or problem areas in their commands.	<u>Commanders</u>
VII	<u>Other Business</u>	

29 Jan 68

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S1150-4110/C47

SUMMARY RECORD OF DISCUSSIONS
OF THE 1/68 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 30 JANUARY 1968

Canadian Forces Headquarters
OTTAWA, Ont. 15 February 1968

PRESENT:

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Air Marshal FR Sharp	Vice Chief of the Defence Staff
	Vice Admiral RL Hennessy	Comptroller General
	Major General DAG Waldo	Acting Chief of Technical Services
	Air Marshal EM Reyno	Chief of Personnel
	Commodore FB Caldwell	Secretary Defence Staff
	Rear Admiral WJ Elliot	Surgeon General
	Major General MR Dare	Deputy Chief Reserves
	LGen WAB Anderson	Commander Mobile Command
	Rear Admiral JC O'Brien	Commander Maritime Command
	MGen RP Rothschild	Commander Materiel Command
	A/V/M RC Stovel	Commander Training Command
	A/V/M ME Pollard	Commander Air Defence Command
	A/V/M AC Hull	Commander Air Transport Command
	A/V/M RJ Lane	Commander 1 Air Division
Secretary:	Group Captain PW Holloway	Deputy Secretary Defence Staff
	Lt Colonel LV Cushing	(Military Members)

IN ATTENDANCE

Mr. EB Armstrong	Deputy Minister of National Defence
Dr. RJ Uffen	Chairman Defence Research Board
Air Marshal WR MacBrien	Deputy Commander, NORAD
Group Captain RE Mooney	CFCS
A/V/M GS Austin	DCG
Brigadier BJ Guimond	ODB
Colonel LA Bourgeois	DIS
W/C LC Morrisson	DIS
Commander P Simard	MA/CDS
Mr. RL Raymont	ESO/CDS
Commodore PFX Russell	DG Res
Item I	Col SV Radley-Walters
	S/L JJ Parr
	Major JF Reeves
Item II	Commodore FD Elcock
	Commodore DS Boyle
Item III	Air Commodore DC Laubman
	G/C CS Yarnell
	W/C JDL Campbell

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SUMMARY RECORD OF DISCUSSIONS
OF THE 1/68 MEETING OF CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 30 JANUARY 1968

ITEM I

CANADIAN FORCES NATIONAL TRACK AND FIELD CHAMPIONSHIPS 1967
AND 1968

1. Colonel Radley-Walters, DGTR, reviewed for members the 1967 Canadian Forces National Track and Field Championships and outlined to them proposed arrangements for the 1968 event.

2. Colonel Radley-Walters explained that initial response to the 1967 competition was disappointing. This was due in part to confliction with centennial events. It was, however, overcome to a great extent by increased interest on the part of CFHQ, functional commands and units. Despite this and other difficulties encountered, the 1967 Ottawa meet is considered to have been a success and to have generated, within the Forces, a new interest in the sport of track and field.

3. Colonel Radley-Walters next reviewed preliminary plans which have been made for the Forces track and field championship tentatively scheduled for the summer of 1968. He explained that expected major problem areas will include the following:

a. Reduced availability of Forces air and ground transport

D MOV cannot confirm that the air transport requested from zone locations to Ottawa will be provided.

Restrictions are being imposed on the use of motor transport at base levels.

b. Financial constraints

- (1) Because of the current financial situation, a survey of the commands was made to determine if they could continue to fund travel to Forces championships.

The returns indicate that the commands will not be able to support commercial travel to national sports championships in 1968.

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- (2) For the 1968 Track and Field Championships, in addition to the Forces air transport requested it is estimated that approximately \$5,000.00 will be required for commercial transport.

c. Provision of non-public funds

Since the track meet is to be staged as a public event the non-public funds required are in excess of those that can be collected through the levy of entry fees. Grants similar to those obtained for the 1967 event will be necessary to meet the special costs of the 1968 meet. It cannot be ascertained at this time if the NPF agencies concerned will be able to meet the total request, however, agreement in principle has been obtained.

4. Colonel Radley-Walters terminated his briefing by presenting the following recommendations:

- a. The proposed plan for staging the 1968 Track and Field Championships at CFB Uplands on 20 and 21 August, 1968 be approved.
- b. Funds in the amount of \$5,000.00 be allocated from the CFHQ Travel Vote to provide the commercial transport required for the 1968 meet.
- c. A high priority be assigned to special air lift requirements for the 1968 meet.
- d. If possible Mobile Command undertake to provide parachute jumping displays at the finals of the 1968 meet.
- e. A Forces Golf Championship be held in concert with the 1968 Track Meet if current investigations indicate that the holding of this additional championship is feasible.

5. Members, in general, supported the concept of a continuing Canadian Forces Track and Field competition. Activities such as this generate keen interest, develop esprit de corps, pride in personal accomplishment and provide excellent public relations material. They agreed that efforts to enhance civilian interest in military competition such as air displays, para diving, para drops etc. are desirable and should be explored.

6. Problem areas associated with the proposal were identified and discussed. It was agreed that the zone system of competition was not desirable as an individual could not take pride in belonging to an abstract geographical area. Individuals do,

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however, take pride in belonging to a tangible organization or unit and representing it in competitions. Members considered that because Commands were of different sizes and possess different characteristics the procedure of having straight inter-command competition was impractical. They agreed, however, that the problem was not insoluble, and that a major effort should be devoted to finding a solution. It was suggested, for example, that commands might be grouped in categories, depending on their size, and that awards would be given for each category.

7. The suitability of holding the competition in August was discussed but decision deferred pending further study and consultation between commands and CFHQ. The desirability of 4 CIBG and 1 Air Division personnel participating in the competition was examined. Commander MOBCOM supported 4 CIBG participation but Commander 1 Air Division thought that because of transportation difficulties, training requirements, rotation of personnel at that particular time of year, participation of 1 Air Div personnel would be most unlikely.

8. CDS summarized the discussion and approved in principle the recommendations presented by Colonel Radley-Walters. He agreed that competitions of this type were most beneficial for the Canadian Forces and must be given full support by elements at all levels. He directed that each command study the proposal and come forward with suggestions to improve the zonal system of competition. He directed, also, that planning be coordinated with command representatives rather than with arbitrarily selected zone representatives as had been the case in 1967. CDS agreed that CFB Uplands be responsible for administration of the 1968 event and directed that a publicity program be commenced at once. Proposed plans are to be published in the Canadian Forces Bulletin. Last years achievements are to be summarized with names and records quoted. DIS to ensure publication in appropriate news media.

ITEM II

CANADIAN FORCES ESTABLISHMENTS AND MANPOWER

9. Commodore Elcock, DGOMM, reviewed for members the attempts which have been made to reduce establishments to within a manageable approximation of the manpower ceilings that recent financial limitations have imposed on the department.

10. He explained that approximately 18 months ago the then MND ordered a reduction to the establishment ceiling from about 121,000 to 109,000 military, and from 37,800 to 34,100 civilians. In addition a firm rank structure was imposed. By reorganizing, integrating, particularly in support areas, and considerable belt-tightening all round, the Forces have now managed to come

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very close to the allocations, and in a few weeks it is hoped that establishments based on this first series of cuts will have been completed. With the exception of Mobile Command, which presents special problems, new establishments, reflecting the 109,000 military ceiling have been published for virtually all units of the Canadian Forces.

11. This tidy state of affairs was upset a few months ago when it became apparent that additional financial restrictions were going to make mandatory further cuts in manpower resources. For FY 1968/69 it was found that a maximum of about 100,000 military and 31,600 civilian man years could be paid. This, of course, meant that drastic action had to be taken.

12. On the military side strengths would have to be reduced to 102,000 from approximately 107,000 by 1 April 68 and to about 98,000 by 1 April 1969, so that an average manpower figure of 100,000 man years could be reached. Civilian strengths would also have to be reduced. Commodore Elcock next amplified this part of the problem to explain why the recent serious restriction on civilian hirings was imposed.

13. The budget for civilians for 1968-69 provides only enough money for 31,600 man years. This means that the higher the civilian strength is at 1 April 68, the lower the target ceiling for 31 March 69 will be, as obviously the man year figure of 31,600 represents the average strength for the year. Thus if the Forces can enter the new FY with a 31,600 strength, this can also be the target strength for the end of the year. It was decided then, that it was preferable in the long view to have the maximum end-of-year ceiling at the expense of having to go without now. More military personnel are also available at present.

14. In order to enter the year with a strength of 31,600 the Forces must, before 1 April, drop some 1,400 people from the payroll. The only way this can be accomplished is by establishing very tight restrictions on hirings.

15. It is well understood that, from the users point of view, this is an illogical and frustrating way to do business, but it is the only way that the Forces can be reduced at a sufficiently rapid rate. If the target is not reached by 1 April, reductions below the 31,600 will be necessary to reach the required level. Commodore Elcock commented that the job is made more complex because the DM's record of civilian strengths and the DND record, are both badly out of date due to a changeover from punch cards to tapes, hence the CFHQ request for monthly situation reports.

16. The obvious questions now are: how long will the restrictions go on, and how will the problem be sorted out? The restrictions will continue until the target is reached and the longer it takes, the lower the target will be.

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17. Due to externally imposed conditions, the establishment problem cannot be approached in a logical way. It is impossible to say that the commitments are thus, and to fulfil them the following numbers of people of various ranks and skills are needed, the total of which will be the total establishment. It has been necessary to say, in effect, the Forces can only afford to pay 100,000 service and 31,600 civilians this FY, that is 100,000 and 31,600 man years; therefore, the target strength has been automatically selected. Using the target strength as a base the total establishments must be within a manageable distance of this figure, otherwise, particularly on the military side, the job of CP in trying to assign available manpower becomes most difficult.

18. It is generally accepted on the civilian side that there is a constant under-manning factor of 5%; that is, for every 100 positions the Forces historically average 95 incumbents. Therefore, the establishment must not total more than roughly 105% of target strength.

19. On the military side there is no real precedent, but there is general agreement that if the strength varies from establishment by more than some small percentage i.e. less than 10%, the situation becomes incapable of rational management.

20. To relate specifically to 1968/69 targets of 98,000 military and 31,600 civilians is the present problem. Defence Council made a number of decisions at their 230th Meeting regarding cuts in commitments, organization changes, and other means of reducing manpower requirements. Other changes are still under study. The result of these various changes must bring establishments down closer to allowable strengths.

21. Reverting back to the civilian problem, as the changes are made as a result of these decisions, positions to be given up will be identified; as they are identified and vacated, so will commands be permitted to fill vacant positions. It is hoped that it will be possible to stop the restrictions by early in the new FY, and that a significant number of the frozen positions will be unrestricted by the summer. It must depend however on how fast the Forces can now be reduced and how quickly the Defence Council approved cuts are implemented. It is in the interest of the Forces to make both reductions rapidly.

22. Referring to the civilian problem, a standard method has been proposed to the DM of vacating the newly redundant positions and, consequently, it is hoped the Forces will not be burdened with filled redundant positions that because of lay-off restrictions, cannot be vacated.

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and understandable make an intolerable situation in CFHQ as there is no recourse but to meet the dictates of economy. Commanders must, therefore, resist any tendency on the part of their staffs to exert such pressures.

27. Members recognized that when the personnel strength has been reduced to reach 98,000 there would be insufficient members to fill existing establishments even though these establishments, i.e. MOBCOM 25,000, had been approved by Defence Council. If the deficiencies were shared equitably among commands the reduction below approved numbers would, again the case of MOBCOM, equal, roughly, one infantry battalion. The situation in this case becomes insupportable and makes a reduction in operational commitments essential.

28. The question of forces attrition was discussed at length. It was realized that although normal attrition will reduce the numbers to a satisfactory level, serious imbalances in rank and trade structure will result. Furthermore, as normal attrition is largely dependent upon voluntary release, accurate forecasting of the release rate is virtually impossible. Members agreed that forced attrition would remedy, in great part, this problem but would in itself engender even more adverse problems which could well be disastrous to the Forces. It was agreed that every effort must be taken to avoid forced attrition and that alternate procedures be devised if at all possible.

29. CDS summarized the discussion. He explained that certain questions such as the future of Val D'Or must be resolved by the Canadian government; and until direction has been received it will be extremely difficult, or virtually impossible to produce satisfactory long term plans. He directed that operational units be maintained at 100% capability, that reductions be made where feasible to administration and support units, that imbalances in rank and trade structure be eliminated wherever possible and, when all other efforts have been expended a plan be prepared for submission to Defence Council outlining the cuts in operational commitments which must be made to satisfy the reduced manpower and functional resources available to the Canadian Forces.

ITEM III

BRIEFING ON PERSONNEL BENEFITS

30. CP introduced this item. He explained that at one time the Canadian Forces provided fringe benefits to its members which were far in advance of industry. This situation has now changed with many of the fringe benefits having disappeared from the service spectrum and others overtaken to the extent that fringe benefits provided by industry now equal or exceeded those available for service personnel.

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31. A Directorate of Personnel Benefits has been formed and charged with the task of producing a programme designed to improve fringe benefits for service personnel and to place the serviceman on a footing equal to his civilian counterpart. CP explained that fringe benefits can, generally, be placed into two categories, i.e. those which will result in additional expenditures on the part of DND and, secondly, those which can be achieved by elasticizing or reinterpretation of present regulations. Both types are under study and the problem when developed will result in increased benefit to the serviceman and his dependents. CP now introduced G/C Yarnell, Director of Personnel Benefits.

32. G/C Yarnell explained to members the general concept of operations of his Directorate. He elaborated on the work which has already been done, meetings held and organizations contacted to establish an adequate basis for comparison of service versus industrial fringe benefits. He told members that industry today no longer discusses simply pay with prospective employees but lumps pay and fringe benefits into a complete pay package. In addition, pay increased for industry and additional benefits provided are more rapid and of greater magnitude than those in the Forces. If industry has not already overtaken the Forces in magnitude of recompense to employees, they will do so in the immediate future.

33. G/C Yarnell next presented to members a brief explanation of spheres which are under active consideration and in which improved benefits might be achieved. These include, in part, cyclic pay review, capitalization of all or part of pensions, escalation clause for pensions, leave as a right as opposed to a privilege, DVA benefits, reduced rates on commercial carriers, computation of pension on a 3 as opposed to 6 year average, Federal employment and many others. G/C Yarnell explained that the ultimate goal is to provide the maximum benefits which can be achieved from DND sources and to improve those which can be made available to members but at member's costs, i.e. medical plan for dependents, housing, etc.

34. Members agreed that the subject of fringe benefits is one of vital concern to the serviceman and his dependents. Every effort must be made to increase these benefits and by so doing enhance the desirability of a military career in the eyes of prospective enlistees. It was realized that financial restrictions would eliminate many desirable courses of action but those which are feasible, particularly those which can be brought about at no cost to the Crown should receive high priority consideration.

35. A major problem which is now causing widespread dissatisfaction is the question of equitable payment for 5B Corporals, Staff Sergeants, WOs and field tradesmen. Members recommended that the Directorate of Personnel Benefits institute a priority

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study to delve into the subject, seek council from commands, and formulate a plan which will remedy or eliminate contentious or unjust areas.

36. CDS summarized the discussion. He thanked G/C Yarnell for his interesting and extremely useful presentation. He realized that the position of the Forces insofar as bargaining power is concerned is weaker than that of industry, however, the Forces must be prepared to stand firm on the requirement to increase fringe benefits for its members. He agreed that the problem of pay for 5B Corporals, Staff Sergeants, WOs and field tradesmen was acute and directed the Directorate of Personnel Benefits to institute a study to recommend ways and means of rectifying the situation. In conclusion CDS requested G/C Yarnell to pursue his activities with vigour and to produce or recommend for adoption all possible measures for improving fringe benefits available to the serviceman and his dependents.

ITEM IV

1967 FLIGHT SAFETY REPORT - BRIEFING

37. G/C RD Schultz, Director of Flight Safety, briefed members on the 1967 flight safety record. He reported that the flying hour trend over the past 10 years has shown a gradual decrease in the number of hours from about 900,000 in 1957 to 452,331 in 1967. The air accident trend over the same period has decreased from over 200 in 1968 to 54 in 1967. This is the lowest number of air accidents ever recorded and includes all those of A, B and C categories. The air accident rate per 10,000 flying hours was 1.19 in 1967, again an all time low with the previous record low of 1.21 having been established in 1964.

38. While the total number of air accidents, 54, and the accident rate 1.19 set new records, 13 of the accidents resulted in 22 fatalities. In 1966, 16 fatalities resulted from nine accidents, however, there has been no real significant change in these numbers for the past nine years and any constant improvement in this regard will be hard to achieve.

39. Twenty-one aircraft were destroyed in 1967 and this is a new record low with the previous low of 22 having been recorded in 1964.

40. G/C Schultz reviewed the types of aircraft involved in fatal accidents and reported that personnel error or omission made up over half of the total cause factors of air accidents. He explained that in 1967 there were no cases of negligence, gross carelessness or, with one possible exception, disobedience of orders on the part of pilots. Error in judgment is the most

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frequent failing. G/C Schultz explained that it is most important that human limitations of even the most qualified pilots be recognized when establishing operational doctrine and training needs. STOL and rotary operations should be watched more closely in this regard.

41. Weather and bird strikes are the most common environmental cause of air accidents, deteriorating weather coupled with an error in judgment on the part of the pilot is potentially the most dangerous combination in producing write offs and fatalities. The bird programme appears to be reducing the hazards presented by wildlife but much still has to be done. Although the alighting areas make up only 25% of the total environmental causes, it is significant that helicopters were usually involved and this area must be watched closely as a result of the proposed increase in helicopter activity. Search and rescue and auxiliary aircraft contribute in this regard and need for more care is indicated.

42. G/C Schultz reported that material failure as an accident cause factor has continued to decrease. However, experience shows that the reversal of this trend can be expected with the introduction of new equipment.

43. G/C Schultz next commented on the seemingly high number of accidents resulting from undetermined causes. Though this would seem to indicate failure of investigators to establish accident causes, such is not actually the case. Investigation techniques have improved over the past few years but at the same time the massive disintegration that occurs when high speed aircraft crash makes investigation a very difficult task. The only positive approach to this problem is to fit accident data recorders to all aircraft as soon as possible. G/C Schultz stressed this requirement and was of the opinion that the reports would be most beneficial in a very short period of time.

44. One thousand seven hundred and seventy-one incidents were reported last year and this is a new record high. G/C Schultz explained that a record of this type indicates a very conscientious reporting system with conscientious people realizing that through these reports preventative action can be taken in many cases. He requested commanders to continue their support for prompt and detailed reporting particularly those which concern technical aspects.

45. An alarming reversal of trends occurred in the ground accident/incident numbers. For the 10 year period terminating in 1965 a steady reduction in ground accidents was achieved but this trend reversed in 1966 when 87 occurrences were recorded. This figure increased to 147 incidents in 1967. The situation clearly indicated insufficient care around aircraft. Towing, loading, other vehicles, haste, pressure, and too few personnel

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on the job have all been mentioned as factors in many of the reports. The overall situation indicates that much greater supervision on the ground is needed and this is an area in which immediate remedial action can be taken.

46. In 1967 a total of 98 recorded instances involve FOD in either air or ground occurrences. Of this total 48 engines were reported damaged as the result of FOD and there were others discovered during scheduled removals which were not reported to the flight safety programme. This situation is not acceptable and increased emphasis at all levels is required. Some headway has been made on the tool control programme and efforts are continuing to establish an acceptable and workable accounting system.

47. Based on the fixed computations of the Director of Costs and Financial Arrangements, air accidents alone cost 18M dollars in 1967. As this figure does not include the cost of incidents and minor accidents plus man hours lost the value of an active and foreseeable flight safety programme is obvious.

48. G/C Schultz summarized his presentation by observing that though some creditable accident records were established in 1967 there is no reason to become complacent. 1968 has already started off badly with four aircraft destroyed in the first 24 days. Projecting this would result in a write off of 60 aircraft during the whole year. He explained that the information presented by his briefing will be contained in greater detail in the annual "Aircraft Accident and Incident Analysis" which is to be published shortly. He hoped that the information may be of assistance in adding impetus to the flight safety programme as a whole and recommended that it be circulated at all levels so that all personnel can see where improvements are required.

49. Commander 1 Air Division strongly supported G/C Schultz' plea for the installation of flight recorders in all aircraft. Such an instrument would provide significant and vital data concerning errors made by pilots or malfunctions of equipment. This information would be most beneficial for the further information and education of pilots, technicians and designers, the culmination of which would result in a much lower flight accident record.

50. CDS thanked G/C Schultz for his informative and timely briefing. He requested commanders to ensure that personnel at all levels in their commands are made safety conscious and that all possible efforts are made to reduce the flight accident and incident rates.

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ITEM V

CFHQ PROGRES REPORTS

Comptroller General

51. CG reported that restrictions imposed during the 67/68 fiscal year resulted in other O&M savings of approximately 16M. This sum was, however, offset by an increase in costs of approximately 13M. Supplementary estimates have been forwarded requesting 58.8M relating chiefly to military and civilian personnel costs also some minor O&M expenses. CG pointed out that an additional savings of approximately 5.5M in other O&M field is required however. The results of the latest restrictions have not as yet been fully developed and may satisfy this deficit. No further restrictions are planned at present.

52. CG told members that the 2% escalation figure has been imposed for the 68/69 fiscal year. This means that certain if not all operational restrictions now in effect must be continued for the next fiscal year and, in all probability will be extended well into the foreseeable future. The current estimates provide for a capital expenditure of 283M in fiscal year 68/69 while the IDP requires 390M. Programmers at every level must make concrete and tangible efforts to reduce the programme and commanders must resist recommendations for adding to it, thus compounding the situation.

53. Commander Air Transport Command reported that the 15% restriction is adversely affecting the readiness capability of his command. Serviceability of aircraft has slipped to a certain extent but internal adjustments can and will be made to counter this and similar difficulties. The major problem is that the command requires, and must have, full unrestricted capability if it is to maintain the required state of readiness.

54. Commander Maritime Command reported that the 15% restriction is adversely affecting training in his command and most certainly reducing his ability to offer full support in joint Canadian/US operations.

55. It was noted that the restriction has had but little effect on Air Defence Command, but has resulted in lack of airlift available for Mobile Command.

Chief of Technical Services

56. Major General Waldock commented briefly on restrictions that have been applied to effect economies in other O&M in the Canadian Forces. He also indicated to members, in broad terms, the magnitude of savings which have accrued as a result of the restrictions. He reported that the amalgamation of CTS Branch/Materiel

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Chief of Personnel

a. Centralized Career Management - Men. - Instructions were issued on 15 Jan to all commands and units concerning the centralization in CFHQ of career management of men. This will be implemented by trade/career fields over the period 16 Feb to 30 Aug 68. It will involve the withdrawal of delegated authority to effect postings and career functions from those commands which presently post navy and airforce men.

b. Performance Evaluation Reports - Men. - The Men's Performance Evaluation Report is being introduced throughout the Canadian Forces in the next few months.

At this time a Personnel Branch team is conducting indoctrination briefings on the new PER system at 14 regional briefing Bases throughout Canada and Europe. The new PER forms and related guides are now available from supply depots.

c. CFHQ Personnel Conference 31 Jan - 1 Feb 68. - A CFHQ Personnel Conference with personnel representatives from all commands is being held Wednesday and Thursday of this week (31 Jan - 1 Feb). This conference will discuss men's centralized career management, the Performance Evaluation Reports - Men, new policies, plans, and personnel implications of the coming into force of the Canadian Armed Forces Reorganization Act.

d. New Uniform - Women's Services. - Items proposed to be included in the uniform ensemble for Women's Service Dress have been agreed to by the Clothing Steering Group at the 1/68 meeting, 23 January 1968. The prototype designs proposed for the various uniforms and accessories are planned for presentation at CP Staff Meeting, 8 Feb 68. Subject to

agreement in the designs, the proposed ensemble then will be modelled for viewing and consideration by CDS Staff Meeting.

- e. Canadian Forces Ensign - Supply for an initial quantity of the new Canadian Forces Ensign in three standard sizes has been arranged and distribution effected to enable flying outdoors, where and when authorized. Policy for flying will be issued on receipt of Commands' views on details of flying. A small supply of 6 ft by 3 ft open sleeve type ensign is available for indoor display where authorized.
- f. Enrolment of the First Recruit in the Canadian Armed Forces (Regular) 1 Feb 68

Mr. Derek Randolph Critch of St John's, Newfoundland will be the first recruit to be enrolled in the Canadian Armed Forces (Regular). At 0001 hours, 1 Feb 68 Mr. Critch will be sworn in at the Canadian Armed Forces Recruiting Centre, St John's, Newfoundland with appropriate press coverage. Mr. Critch will report to Central Officers School, Esquimalt for Officer Candidate Training Plan Course 6802 (airforce) beginning on 5 Feb 68.

- g. Professorships of Military and Strategic Studies at Canadian Universities

A paper on DND arrangements for the establishment of Professorships of Military and Strategic Studies at Canadian universities is being prepared and will be forwarded to the Minister for approval. It is proposed that the programme commence in September 1968.

Chairman Defence Research Board

58. Chairman DRB reported that a review of the DRB programme has now been completed. A new system of budgeting which was required by Treasury Board, has been adopted. Expenditures for BW/CW research will probably be reduced but DRB contributions to operational research increased.

59. The Chairman reported that considerable external pressure is being applied to the Board by industry for an increase in industrial research and development and to project the research well into the future. CDRB explained that this is a potentially dangerous situation in that if DND does not carry out the requirement it will be done by industry itself and the DND interests will most certainly be subjugated to those of industry.

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60. Satellite research will remain the responsibility of DRB and no new agency will be established for this project. Funds for satellite research will be provided by the Canadian Government and will not be made a charge against the DND budget.

61. CDRB concluded by reporting that DRB, on the orders of Treasury Board, are purchasing a computer at a cost of about \$1.M.

Deputy Minister

62. DM reported that agreement has been reached with Treasury Board concerning design and cost of the new NDHQ building. Formal approval is expected within the next few weeks. It is hoped that the contract will be let in 1969.

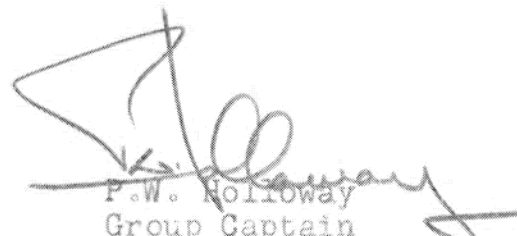
ITEM VI

BRIEF REPORT BY EACH COMMANDER

63. This item was deleted from Agenda.

CONCLUDING REMARKS

64. CDS told members that this was the last meeting of the Forces Council prior to proclamation of the Unification Bill on 1 Feb. He thanked members for their cooperation and assistance which had been so freely given in the past. Much work was done, many solutions developed and many worthy accomplishments attained by the group working as a coordinated whole. He realized that members would have regrets at the passing of the services which they had so ably represented over the course of many years. The new concept, however, represented a change in trend, the fruition of which would result in a Force admirably designed to meet the every changing situation produced by modern concepts, and fluid international scenarios. While retaining pride in past achievements, he appealed to Commanders to give their unstinted support to the development of a unified Canadian Force which would take its rightful place as second to none amongst the armed forces of the world.


 P.W. Holloway
 Group Captain
 Deputy Secretary Defence Staff
 (Military Members)

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Commander Mobile Command

Commander Maritime Command

Commander Air Defence Command

Commander Air Transport Command

Commander Training Command

Commander Materiel Command

Maritime Commander, Pacific

Commander 4 CIBG

Commander 1 Air Division

Commander CDL(S)(W)

Commander CDL(S)(L)

Commander CFCS

DG OPS

D HIST

SURG GEN

Commander, Canadian Forces Supplementary Radio System (CFSRS)

SecPRB DPPC (Attn Lt Col Winter)

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SUMMARY RECORD OF DISCUSSIONS

JANUARY 1969 MEETING OF THE CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

FROM 28-30 JANUARY 1969

SEEN BY THE CDS

8
3 Mar 69

Canadian Forces Headquarters
OTTAWA, Ont. 18 Feb 1969

PRESENT

PA

Chairman:	GEN	JV	Allard	Chief of the Defence Staff
Members:	LGEN	LG	Lilley	
	LGEN	WAB	Anderson	
	LGEN	EM	Reyno	
	LGEN	FR	Sharp	
	VADM	RL	Hennessy	
	VADM	JC	O'Brien	
	LGEN	ME	Pollard	
Associate	Mr	EB	Armstrong	Deputy Minister of National Defence
Members:	Dr	RJ	Uffen	Chairman Defence Research Board
Secretary:	LCOL	BV	Genge	Secretary Canadian Forces Council
Assistant				
Secretary:	MAJ	ELK	Cowan	Assistant Secretary CF Council

IN ATTENDANCE

PART I	MGEN	MR	Dare	Commander Reserves
	MGEN	M	Lipton	Commander Air Defence Command
	MGEN	AC	Hull	Commander Air Transport Command
	MGEN	WK	Carr	Commander Training Command
	MGEN	RJ	Lane	Commander 1 Air Division
	BGEN	WM	Garton	Chief of Staff ADCHQ
	COL	RE	Mooney	Commander CFCS
PART I & II	Mr	RL	Raymont	S/ESO/CDS
	COL	RM	Withers	SOPC2/CDS
	COL	PW	Holloway	SOSS/CDS
	LCOL	JAC	Tousignant	SOPC3/CDS

PART II				
30 Jan	BGEN	WH	Seamark	DGSA
(AM Only)				

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SUMMARY RECORD OF DISCUSSIONS

JANUARY 1969 MEETING OF THE CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

FROM 28-30 JANUARY 1969

PART I

OPENING REMARKS BY
GENERAL J.V. ALLARD, CC, CBE, DSO, ED, CD.
CHIEF OF THE DEFENCE STAFF

1. The CDS welcomed the members of the Canadian Forces Council and Commanders to this first meeting of the reconstituted Canadian Forces Council. He explained that the meeting would be conducted in two parts. During Part I the Comptroller General would present the proposed allocation of manpower and financial resources to the Commands for the fiscal year 1969/70 after which the Commanders would present their Annual Reviews and their proposed objectives for the forthcoming year. Part II of the meeting would be attended only by members of the Forces Council. This part of the meeting would be prefaced with a presentation by DCOPSR on the impact of the major Command Objectives on our resources. The meeting would then consider individual Command Objectives which would be the main purpose of this Council. In addition, there would be other restricted items discussed at the end of the conference.

2. The CDS reminded the meeting that, because of the External and Defence policy review currently being undertaken by the government, the Department of National Defence had been charged to carry out its commitments during the fiscal year 69/70 at the lowest manpower and financial cost. He went on to explain that the government was questioning the very basic assumptions on which previous governments had based their defence policy. It would, therefore, be impossible to shape any firm defence policy until the resolutions of the government had been received. In this regard the Department of National Defence, in conjunction with the Department of External Affairs, had prepared a defence policy review paper to meet specific requests. This paper considered defence policy options available to Canada together with the pros and cons of each. The CDS stated that he felt this reminder was necessary because it would not be wise to pre-judge the outcome of the defence review and consequently the direction of the Forces in the years to come.

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3. The CDS then stated that our defence services estimates for 1969/70 had to be developed in competition with priorities in other government departments and agencies and in a period of continuing financial constraints. The Forces would have to manage within another restricted budget ceiling and he would be issuing directives covering those areas in which economies would be necessary. He stated that the Commands would probably have to reduce procurement of consumables and maintenance items, and curtail travel and removal costs wherever possible. In addition, the acquisition of capital equipment and new construction would have to be constrained. Some projects in the construction engineering field, in those areas where the requirement has long term validity and will not be effected in a significant way by the outcome of the defence review, would have to go ahead. The CDS informed the meeting that the restrictions in logistic support areas would not improve during 1969/70 for the same reasons. The CDS summarized this portion of his remarks by saying that the slight increase in total funds in estimates would be taken up by cost increases and by some programmes which had been deferred but which are now essential and must be proceeded with. He asked the Commanders to apply the general rule of "essential before desirable" and to cooperate fully in a cost avoidance programme with respect to man hours, equipment, materials and supplies.

4. The CDS next reviewed the achievements made by the Canadian Forces during 1968. Among these he mentioned that a new forces classification structure would be approved shortly and that the guidelines to govern its implementation were being prepared. In this respect a Classification Review Board composed of senior officers would consider representation from any officer concerning his assignment to classification.

5. A joint Treasury Board/DND Advisory Group to study compensation and conditions of service for the Canadian Forces was established in December 1968. A joint task force was also established to assist the Advisory Group. This force will carry out the detailed research into all aspects of military pay and compensation and forward its recommendations to the Advisory Group. Commands may be consulted in this study and their cooperation will help to ensure that the best possible method is developed to negotiate our pay in the years to come.

6. The CDS next reviewed the achievements of the sea, land and air elements of the forces during 1968 referring to particular accomplishments within each command and by the international peace-keeping and observer groups.

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7. At the conclusion of his opening remarks, the CDS referred to the written documents from the Commanders on the Annual Reviews and stated that, while individually they were excellent presentations and contained much useful information, the lack of a standard format in their production reduced their value as reference documents for staffing at CFHQ. In his opinion what was needed was a concise summary which clearly set forth:

- a. The Command Objectives for the previous year (in this instance 1968);
- b. A clear statement of the resources that were allocated to the Command in manpower, stating the approved establishment, the approved ceiling and the average strength, and a summary of major equipments, highlighting any significant deficiency;
- c. A brief report on the Command allotment of the budget;
- d. A statement setting out the objectives the Command did achieve within the limits of their allocated resources, and a summary of the problem areas that affected the achievement of their objectives; and
- e. A list of the objectives for the Fiscal Year (in this instance 1969/70).

He pointed out that, although there might be some confusion in the definition of the word objective, he felt that if everyone used the CDS Directive D5/68, this would be remedied. The CDS Policy Directive P3/68 requested that the reviews arrive in CFHQ and at other Command Headquarters 30 days before the Council meeting, and he asked that Commands give their particular attention to this timing.

8. In closing his remarks the CDS advised that, whereas the Council would not make any decisions, he welcomed this opportunity for the Commanders to present their Annual Reviews and their Command Objectives to him in person. He would use their recommendations wherever possible to assist him in making the final decision.

PRESENTATION BY COMPTROLLER GENERAL ON PROPOSED
ALLOCATION OF MANPOWER AND FINANCIAL RESOURCES

9. The CG, before discussing the financial outlook for fiscal year 69/70, reviewed the situation in the current year. As a result of this review it appears that there are good prospects of living within the budget this year. However, it

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will be necessary to go to Treasury Board for supplementary funding but only for the civil salary increases in excess of the budget provision which Treasury Board allowed for them.

10. In forecasting the budget for Fiscal Year 69/70 the Comptroller General outlined the significant programming and review activities that occurred within the defence services as well as the subsequent negotiations with Treasury Board. In approving the estimates at some \$1,541,000 in the Defence Services Programme, Treasury Board has again stated that there should be no expectation of supplementary funding except for civil pay raises that exceed the amounts budgetted for them. In summary the reductions from the PRB planning guidance is some \$18M, in PO&MC, \$35M in Capital Program and \$19M from Revenue from Sales of surplus material and property. The impact of these changes and the lower funding for next year are:

- a. military manpower levels continuing at about their present levels of 98,000;
- b. civilian manpower levels including building and ships repair employees, to be reduced by 634 to 36,441 man years;
- c. reduced travel and other administrative support;
- d. austere base maintenance;
- e. marginal support only for equipment operation; and
- f. an additional \$35M to the Capital Program bow wave bringing its total in 1970/71 to about \$230M.

The effect of this Activity by Activity and Command by Command is now being determined.

11. Direction will be forthcoming concerning those areas in which specific economies will be required. In addition, it will of course be necessary to continue the financial controls that were instituted in the current year. With respect to our financial management system for 69/70, we are planning to move yet another step towards the programme budgetting concept in that allotments of funds to commands will be in sub activity packages. The breakout of the budget into its activity and sub-activity packages and the financial management system (including the coding systems) by which they are to be operated are now being prepared for discussion with your financial staffs late in February.

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Discussion

12. After a brief discussion the CDS advised that the purpose in presenting the Comptroller General's review was to present the total budget package. The information presented was intended to advise Council members of the financial limitations of the budget as background upon which to base further discussion when considering the reviews to be presented by the respective Commanders.

PRESENTATION BY COMMANDER MARITIME COMMAND

13. In his presentation the Commander Maritime Command first reviewed the Command's roles, missions and tasks and outlined the Command's achievements over the past year. During this portion of his presentation the Commander pointed out that, although all goals had been met, his force was undermanned and committed to the maximum extent. He related the manning problem to the sea/shore establishment ratio and to the reduced strength in the Sea Operations/ Marine Engineering trades. The Commander also discussed the urgent need for service housing in the Halifax and Victoria areas stressing the affect of the shortage on the morale of the Maritime forces and their re-engagement rate.

14. Turning to his objectives for the coming year the Commander first reviewed the "threat" to Canada as he saw it. He stated that if his prime objectives were valid, i.e.: "To maintain operational force levels which will meet national and NATO commitments" and "to locate, identify, track and be prepared to destroy Soviet bloc units in areas of primary interest", it would be necessary to improve the operational capability of East Coast ships through a change in the cyclic operational time/repair time system; and, to re-examine the strategy for surveillance of foreign submarines. He recommended that the East Coast cyclic system be changed to the 20 months cycle used for West Coast ships in 1968. With respect to the surveillance problem he felt that a "forward strategy" was necessary to permit the earliest possible interception of the enemy submarine force.

15. Before closing his presentation the Commander spoke of his plans to improve training and of the new weapons and equipment which would be provided to his forces in the forthcoming year.

NOTE: The detailed presentation is contained in the Maritime Command Commander's Annual Review 1968, copies of which were distributed to Council Members.

Discussion

16. The discussion following the Commander of Maritime Command presentation centered, primarily, upon our maritime Command strategy. The Council questioned the implications of

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a "forward strategy" on our NATO, USA, European and Commonwealth relationships. In addition, questions arose about the advisability of proposing a change in strategy while the External and Defence policies were under review.

17. The Council were in general agreement with the need to be flexible in thought and action in our Maritime Command strategy. The threat to Canada and to North America must be met where it is found and, if enemy tactics change, the defence against these tactics must change as well. It was suggested that the persons studying defence policy were cognizant of the problem and would consider solutions for the defence of Canada as well as for those within our NATO commitments.

18. The CDS thanked VADM O'Brien for his presentation and summarized the discussion by stating that the Maritime strategy proposed, as well as its implications to present agreements, would be studied by CFHQ and Maritime Command.

PRESENTATION BY COMMANDER MOBILE COMMAND

19. The Commander Mobile Command addressed the Council on the following aspects of his command:

- a. Operational commitments.
- b. Command goals.
- c. Management by objectives.
- d. 1968/69 objectives.
- e. 1969/70 objectives.

20. In summation the Commander Mobile Command then identified what he considered to be the major problem areas in which action is required in order to fulfil the goals and objectives for his Command. He recommended that these should become key forces objectives. In heading outline only the problems identified were:

- a. Equipment.
- b. Ultimate base posture plan.
- c. Construction requirements.
- d. CFHQ planning.
- e. Personnel
- f. Forces structure.

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NOTE: The detailed presentation is contained in the Mobile Command Commander's Annual Review 1 April 1968 to 31 March 1969, copies of which were distributed to Council members.

Discussion

21. CDS advised that, in considering the base posture plan, there were certain restrictions or constraints over which the Defence Forces had no direct control. This matter would be the subject of further discussion during Part II of the Council meeting.

22. Commander 1 Air Division asked if, in the operations of ACE Mobile Forces, we were still thinking of operations on both NATO flanks: or, were we thinking more specifically of the Northern flank. CDS advised that, in his opinion, we should be directing our efforts toward the Northern flank. However, this matter of strategy for the Canadian Forces would become the subject of further study and analysis.

23. Commander Maritime Command raised the question of environmental training and its implications to the operational commands. Commander Mobile Command emphasized the importance of the Study on Individual Training (SITOR) and expressed the view that the problem of cross posting and subsequent environmental training would have to be faced. Commander Training Command advised that if there was a requirement the recruit training programme could be modified to meet the need. Commander Mobile Command expressed the opinion that we had to examine the basic philosophy of training to meet the operational requirements. The CDS stated that various training studies had been done but the courses of action open were, in fact, compromises and he did not feel that the compromises proposed would be beneficial in the long run. He stated that it should be an objective of CFHQ to resolve this problem in 1969.

PRESENTATION BY COMMANDER AIR DEFENCE COMMAND

24. The Commander introduced his presentation by outlining the primary mission of Air Defence Command and its additional responsibilities. He followed with a review of the Command resources and programmes and concluded his introduction by stating that during the period all Air Defence Command units demonstrated a generally satisfactory performance.

25. The Commander related the marginal performance of the Command in some areas to the constraints of limited Petroleum, Oils and Lubricants and equipment procurement imposed during the previous months. Because of the POL limitation fewer crews could maintain combat ready status, fewer than the needed

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number of sorties could be flown by the remaining crews, and fewer than the planned number of aircrew were processed through the Operational Training Units. Similarly, because of inability to procure essential terminal radars, flying operations at all Command units, but particularly Comox, were in serious jeopardy. When dealing with other problem areas, the Commander noted that housing at North Bay was critical and that, although the Command personnel strength had averaged 96%, there was a serious imbalance in the strength/trade ratio in several areas. He also stated that in the coming year the Command expected a lowering of the combat ready capability because of the number of tour expired crews to be replaced by inexperienced, newly-graduated crews.

26. After reviewing the Command's achievements and gains during the year, the Commander reported that the Command objectives for the next fiscal year were very similar to those previously used and would be assessed in the annual NORAD Operational Evaluation in September.

27. In concluding his presentation the Commander suggested that, because of the technological advances in air defence techniques and because of changing threat, Canada should re-examine its contribution to the defence of North America. If Canada does not participate in forces such as CONAD, which incorporates aerospace defence weapons as well as back and scatter sensors and other newer ballistic missile sensors, its future role in air defence will be of diminishing importance.

NOTE: The detailed presentation is contained in the Air Defence Command Commander's Annual Review Oct 67-Sep 68, copies of which were distributed to Council Members.

Discussion

28. In the discussion which followed the Air Defence Command presentation the Commander was assured that he should have adequate POL support during 1969. In reply to an inquiry from VCDS the ADC representatives agreed that, with the increased training the POL increase allowed, the Command's capability should be ensured.

29. VADM O'Brien and MGEN Lipton spoke about the problem of intercepting USSR long range bombers penetrating air defences from the direction of Greenland - Iceland. They agreed that the lack of radar coverage, and of Labrador - Newfoundland based interceptor aircraft, handicapped our defence of the East Coast. Despite the deployment tactics (OPERATION COLD SHAFT) now used by Air Defence Command the chance of a successful interception were very low. The CDS questioned the possibility of better liaison between Maritime and Air Defence Commands. He suggested that the communications network between the Commands should be integrated, if possible, to assist with the early-warning and tracking problem. MGEN Lipton agreed and added that the long range solution lay in the introduction of a system such as Airborne Warning and Control System.

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30. When the CDS asked about the possibility of temporary remedies for the terminal radars, several members of the Council replied that the \$35 million replacement item in the Integrated Defence Plan had been postponed year after year. The problem, which is not restricted to Air Defence Command, is becoming so serious that approach and landing limits must soon be increased; subsequently, the operational effectiveness of the Commands will be reduced. The CDS agreed that CFHQ must re-examine the requirement for terminal radars.

PRESENTATION BY THE COMMANDER 1 AIR DIVISION

31. In his opening remarks the Command 1 Air Division stated that he would limit his coverage of the organization and roles of the Command because of the recent abnormal press coverage of the subject. Instead he would review the CF104 maintenance progress made in the past four years. He credited the technical improvements for the Command's recent achievements and attainment of its objectives despite the financial and personnel constraints imposed.

32. The Commander stated that of particular importance among the technical improvements was the change in airframe inspection cycle which had been increased from 150 to 200 hours during the period. Also important was the increase in the engine inspection cycle from 100 to 200 hours. Similarly, improvements in the overhaul cycle had been progressively achieved. These improvements resulted in very significant financial savings in addition to an increase in the operational capability of the Division. Later in the presentation the Commander, using the improved technical figures and the average attrition rate, forecast continuation of the CF104 commitment to SACEUR until 1975, if required.

33. After reviewing the status of establishment, recreation facilities, housing and Non Profit Funds activities following the move from France and consolidation of the Division Headquarters and Recce Squadrons at Lahr, the Commander listed the objectives and financial management plans set for fiscal year 1969/70.

34. Next the Commander turned to the problem of the phasing-out of 3 Wing and the relocation of its strike squadrons to 1 Wing and 4 Wing. The success of the project will depend upon the activation of the dormant special weapons storage and the quick reaction alert areas at 1 Wing, and upon completion of the runway resurfacing project at 4 Wing. Equally important to the maintenance of the strike commitment, will be the manning of the military police and weapons technician trades at full strength. Should these problems be resolved as planned the Commander foresaw that the relocation of 3 Wing squadrons could be made without loss of their operational capability.

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35. Before terminating his presentation MGEN Lane spoke of the new strategy of flexible response and its effect on Air Divisions's procedures. Because of their present high level of expertise in the strike role, the strike squadrons could begin training immediately for dual nuclear/conventional weapon support, if required by the changed concepts. A study of means to improve conventional capability has been completed and will be used to make recommendations to CFHQ. From the study it had been determined that the Air Division CF104s could assume a conventional strike role, that the present weapons reserves were below SACEUR's criteria and, that the present protective measures for the airfields and aircraft were inadequate.

NOTE: The detailed presentation is contained in 1 Air Division Commander's Annual Review 28 January 1969, copies of which were distributed to Council members.

Discussion

36. The discussion covered many items brought up in the presentation including the problems of relocation of 3 Wing squadrons, the Air Division rank structure, OTU training for senior Air Division pilots and United States Air Force security support. The CDS asked MGEN Lane about any studies being made in Air Division for a CF104 replacement, particularly a dual role aircraft. In reply the Commander suggested that, because the CF104 was suitable until the mid 70s, we have time to make the best possible choice from aircraft now being developed. The CDS stated that the problem must be studied because of its impact on many of the programmes now under way.

37. Chief of Personnel questioned the validity of the requirement for security forces mentioned in the presentation. MGEN Lane replied that the requirement had been reviewed and Canadian personnel are needed, (in addition to the special US forces) to work in the nuclear weapons area, but personnel from any trade may be employed on these duties provided they are indoctrinated and are trained to work with the weapons. Personnel available from the closure of 3 Wing should begin training as early as March with approximately 30 persons graduating every two weeks until the requirement is met.

PRESENTATION BY COMMANDER CANADIAN FORCES COMMUNICATION SYSTEM

38. The Commander Canadian Forces Communication Systems (CFCS) in presenting his review to the Council outlined:

- a. The role, responsibilities, organization, resources and command goals of the CFCS;
- b. The performance and accomplishments in meeting objectives for the current year;

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- c. The capability to support emergency operations - peace and war;
- d. The management of leased communications facilities;
- e. The plans to optimize CFCS operations and to achieve economy of resources;
- f. The constraints or problem areas governing the CFCS objectives;
- g. The motivation and training of CFCS personnel; and,
- h. The Objectives of CFCS for 1969.

In conclusion, the Commander spoke of the effect of the pay field review as it relates to many of the communication trades. The pay field downgrading of some 31% of CFCS personnel has resulted in a morale problem during this transition period.

NOTE: The Commander CFCS' presentation is contained in the Canadian Forces Communication Systems Commander's Annual Review 1 September 1967 to 31 December 1968, copies of which were distributed to Council members.

Discussion

39. In the following discussion Deputy Commander-in-Chief NORAD raised the question of possible cost sharing with the new Department of Communications of the proposed new communications systems. The Commander CFCS stated that there was a legal problem involved; the position being that DND must exercise command and control of the system. Chairman Defence Research Board stated that this was a problem requiring further definition before any decision could be made.

40. CDS asked if there was any policy that could be implemented that would achieve additional economies without, in fact, restricting the message flow. The Commander CFCS advised that really this was not a problem that would be inherent in the new proposed system as it would have a spare capacity. This additional capacity might be made available for rental if this was considered to be desirable. However, command, control and operation of the system must remain with DND.

41. CDS also observed that in our planning we must cater for restriction of routine traffic during an emergency. CTS then asked if there would be any resource savings if a 25% reduction in traffic were to be achieved. Commander CFCS replied that some saving could be achieved, however, by so doing the operational

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capability of the system in time of emergency would be degraded.

42. Commander Mobile Command asked what flexibility there is in the employment of personnel trained in operational communications trades between the field environment and the CFCS. Commander CFCS replied that there was a good level of flexibility but as systems became more automated increased specialization by the operator would probably result in a loss of flexibility in employment. CDS observed that the field communications system was not progressing at the same rate as static communications in the area of automation. What is the significance of this gap between the two? Commander Mobile Command expressed the belief that when MALLARD(ABCA & World-wide Communications System for the Field army) became operational that the compatibility balance in the communications trades would once more be achieved. Chief of Technical Services observed that the trade specifications for the field signaller and for a CFCS operator are beginning to diverge now. CDS stated that the basic problem was one of effective training and economic employment of the operator. Introduction of MALLARD would partially overcome the gap. Also, in the future, field communications equipment outside the MALLARD system will become more sophisticated. The result of this development should restore compatibility in the basic training of communications operators.

43. Commander Mobile Command next raised the issue of the pay field category for the Radio Operator. He expressed the view that this question should be re-examined. CP asked if this trade had been job analyzed. CFCS replied that a partial job analysis had been conducted. Commander Mobile Command observed that the operator was doing exactly the same task as before. He asked what had changed that resulted in a downgrading of the pay field. CP observed that, until complete job analysis had been done, no objective decisions on this matter could be made.

PRESENTATION BY COMMANDER AIR TRANSPORT COMMAND

44. In his opening remarks the Commander Air Transport Command stressed the need to keep the Command's readiness state and its ability to operate into a hostile environment paramount in the statement of its role and in orders affecting its operations. This need had influenced the Command's decision to re-word its role and the applicable functions.

45. The Commander next reviewed the allocation of the Command's resources, the various functions of each of its units and the activities carried out during the past year. As he progressed the Commander introduced the studies and programmes currently in progress to assess the Command's emergency capabilities and to monitor its readiness state.

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46. Of particular interest were the Commander's remarks about the financial management programme within Air Transport Command. He stressed the value of the programme in that it gives him precise knowledge of the budgetary plan and of the expenditures against this plan but, more important, it allows him to realize significant savings during this period of financial constraints. During the past year accrued savings had permitted the Command to accept unplanned tasks such as the Biafran operation and tactical air training in the United States without CFHQ assistance.

47. In concluding his presentation the Commander mentioned several special operations conducted by the Command in recent months. He then outlined the major limitations affecting the Command's ability to achieve its objectives. These include Communications weaknesses occasioned by the shortage of Radio Officers and Observers and by the lack of long-range, air-transportable radio equipment with which to exercise control during an overseas operation. The Commander also described the single engine performance of the Albatross stating that the crews must contravene aircraft limitations when operating in the mountainous region of Western Canada in the Search and Rescue (SAR) role.

NOTE: The detailed presentation is contained in the Air Transport Command Commander's Annual Review 1968, copies of which were distributed to Council members.

Discussion

48. The CDS stated that the question of command and control of Canadian Forces when engaged in operations outside of Canada is of vital concern to CFHQ. He questioned Mobile and Maritime Command ability in this regard. The Commander Maritime Command replied that the Command's ability in this area is very satisfactory because of their assigned communication frequencies for their high frequency radios. The Commander Mobile Command indicated that his Command had to rely upon outside agencies for communications support and, therefore, the exercise of command and control was most difficult. The CDS then stated that the need would be studied by CFHQ in consultation with Air Transport, Mobile and Maritime Commands and CFCS with a view to providing a solution for the world-wide communications problem.

49. Several members of the Council felt that the problem of command and control is aggravated by the lack of adequate government direction as well as terms of reference within the responsible Departments. In this respect, adequate and secure communications might permit CFHQ to better advise the Ministers of our operational needs and plans.

50. The CDS suggested further that the study should investigate the use of the communications facilities of our Maritime forces and of 1 Signals Regiment.

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51. In discussing the Albatross single-engine performance the CDS stated that he could not foresee any relief in the IDP for at least five years. In reply to an observation by Dr. Arnell about withdrawing from the SAR role, he suggested that, in programmes such as this, the government should support the Forces with new increments when troubles are encountered.

PRESENTATION BY COMMANDER TRAINING COMMAND

52. Commander Training Command in his presentation to Council reviewed the following:

- a. The reorganization of Training Command to carry out their role;
- b. The resources which have been allocated to Training Command;
- c. Training Command's progress in 1968; and,
- d. Training Command's Objectives for 1969.

53. In the review of Training Command the following major points were developed:

- a. The new staff and line structure of the Command and the organization for command and control;
- b. The training school and base consolidation plan; and,
- c. The Training Command resources;
 - (1) manpower establishment and strength,
 - (2) lodger units,
 - (3) real estate resources,
 - (4) courses and student loading, and
 - (5) support of Reserves and Cadets.
- d. Plan for reduction of overhead costs;
 - (1) reduction of training population by reducing graduate attrition rates,
 - (2) increased efficiency through elimination of duplication and waste,
 - (3) reduction of support staff services, i.e. Corps of Commissionnaires,

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- (4) reduction of manpower by consolidation of training plant and elimination of duplication in the training process accompanied by a reduction in the different nature and types of courses offered,
- e. Progressive implementation of the French language training programme (Project FRANCOTRAIN). The target date for submission of this requirement to CFHQ is 1 May 1969;
- f. Consolidation of training equipment and a reduction of the equipment inventory;
- g. Progressive implementation of the Management System for the Control of Training (MASCOT);
- h. The development of a common-core training philosophy; and,
- i. Better utilization of existing resources within the present financial and political restraints.

54. In conclusion, Commander Training Command stated that "training costs are not caught up in the inflation spiral yet. We are hopeful of forcing them lower".

NOTE: The basic information and statistics upon which Commander Training Command based his review are contained in Training Command Annual Review 1968, copies of which were distributed to members of the Council.

Discussion

55. The VCDS asked how the savings in the pilot training programme had been achieved. Commander Training Command stated that the pilot training attrition had taken place earlier in the course when per capita training costs were not as high. CDS asked what happened to the individual flying training failures. Commander Training Command advised that they were generally reclassified or released as appropriate in each case.

56. Commander Mobile Command asked about the construction problem at Valcartier as it related to the relocation of the R22eR and the requirement for new accommodation for this unit. The CDS advised that there is an accommodation concept study underway to determine the feasibility of providing single room accommodation for the individual soldier rather than the present barrack block type of accommodation. This could only be done on a base not as yet constructed. The existing barrack block accommodation would then be available for use as training

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accommodation. No decision has been made pending results of the study.

57. The CDS stated that he could not agree with the projected training figures provided by Training Command for Project FRANCOTRAIN. It was his belief that the projected in-house training figures for Valcartier were too high. The aim is to introduce this programme modestly and with discretion. If difficult problems are encountered it would then be necessary to re-examine the approach. Commander Training Command replied that the projected figures were a "best guess" only. CDS stated his estimate of the training load to be approximately 1000 personnel for Valcartier and 400 personnel at the Citadel.

58. The CDS noted the suggestion of Commander Training Command that some courses could be shortened and that the special environmental training could be delegated to unit commands. He concurred in this as a basic philosophy and asked specifically about the training of the radio operator. Was it the concept of Training Command that there are basic core subjects common to this field that all potential operators would take before receiving follow-on specialized training? Commander Training Command replied that this was a subject of a special study being undertaken by the Commander, Royal Canadian School of Signals in conjunction with the other environmental schools.

59. Commander Mobile Command stated that the aim should be to produce a man with as much capacity and flexibility as we can afford. In this respect he could not subscribe to the proposal of Training Command for the consolidation of all operational equipments at one centralized training establishment; a case in point being the training of armoured corps personnel. Tanks for training purposes must remain in each of the armoured units. CDS asked if Commander Mobile Command was suggesting an Operational Training Unit in each of the units. Commander Mobile Command agreed that this was his point. Commander Training Command then stated his aim was to provide the Commanders with the programme that best meets their requirement.

60. The CDS addressed himself to the problem of Senior NCO training. In this respect he queried if we were placing the training of the Senior NCO in its proper perspective in terms of role and responsibility? Are we providing him with a proper sense of belonging, pride and position? It is essential that our training programme provide him with the proper perspective. In reply Commander Training Command assured the CDS that the training programme for the Senior NCO was designed to impart this perspective to the candidate.

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PRESENTATION BY DEPUTY CHIEF OPERATIONS AND RESERVES (DCOPSR)

61. DCOPSR, in his review, stated that, "the primary role of the Reserve Force is to provide personnel for augmentation and reinforcement of the Regular Force. The secondary role is to assist in the development of a training base if an emergency were to extend or escalate". In this regard the Primary Reserve has been divided into three categories: the Ready Reserve, the Canadian Regional Reserve and the Mobile Command Reserve. In addressing himself to the respective environmental components of the Reserves, i.e. Naval Reserves, Militia, Air Reserves and Cadets, he pointed out the peculiar financial implications of his Command in that the Reserves organization does not control either the budgetting of its funds for future activities or exercise detailed control of its expenditures. However, a start has been made on this problem. After reviewing the situation as it relates to each of the environmental categories of the Reserves in terms of manning levels, training equipment, organization, tasking, finances and management of resources, DCOPSR outlined his Objectives for 1969.

NOTE: DCOPSR's detailed presentation is contained in the Deputy Chief Operations and Reserves Commander's Annual Review Reserve Force and Cadets January 1969, copies of which were distributed to Council members.

Discussion

62. In the following discussion the Commander Mobile Command indicated that there was a degree of apprehension in the militia concerning the battalion group concept. In particular he asked about the current project in Edmonton based on the experience gained as a result of the pilot project at Calgary. The basic fear of the militia was that the new concept would see the demise of some of the individual militia units. DCOPSR, in reply, stated that the basic purpose of the concept was to centralize on administrative matters only, still leaving the units with their individual identities. There is no plan to introduce a "combat corps" as such. He hoped that the current project in Edmonton would overcome some of the problems encountered in the Calgary experimental programme. The CDS, in recognition of the geography of the country and the distribution of the population between urban and rural centres, felt that in large urban centres there was no real problem in the retention of the identity of militia units. However, in the areas of smaller population, if the individual wishes to join a unit other than the locally constituted unit, this does create a problem. The new approach will provide a better base of selection for the individual in the smaller community. The individual can do his General Military Training in the local unit and then receive specialty training at appropriate training

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centres. The aim of the new concept is to have the local units, in fact, representing the Canadian Forces as a whole.

63. Commander Mobile Command raised the question of the equipment policy for Reserve units. He emphasized that the cost of equipment for Reserves should be shared between all commands and not charged solely to Mobile Command. Concerning operational training equipment for Reserves he asked if it was to be deployed in "penny packets" across the country or would it be held at Regular bases or units for training? DCOPSR replied that the principle to be followed was to hold such equipment at Regular bases and units. Only equipment required for survival operations is held in the local Reserve armouries. No land force tactical equipment is held by the Reserve unit.

64. Commander Maritime Command raised the question of special leave for Reservist training in addition to normal annual leave. Is the provision for this still being carried in the appropriate regulations governing civil servants? He was advised that provision is still made for this but it was a matter of discretionary application by the Department concerned.

CONCLUDING REMARKS BY GENERAL J.V. ALLARD
CHIEF OF THE DEFENCE STAFF - PART I
CANADIAN FORCES COUNCIL - JANUARY 1969

65. In his closing remarks the CDS congratulated the Commanders on the clear, concise and interesting manner in which they had made their presentations. He stated that their presentations had confirmed to him the value of the decision to have all the Annual Reviews presented at the same time and at this particular time of the year. He assured the Commanders that every consideration would be given to the significant points raised in their presentations. The CDS went on to say that further direction would be given to ensure that there will be greater standardization of format of the written Command documents dealing with Annual Reviews and Objectives prepared for future meetings.

66. The CDS reminded the Commanders that, following the Commanders' presentations to the Canadian Forces Council, it would be necessary for CFHQ to staff the recommendations or consensus arrived at on the Command Objectives for 1969/70 in detail. Therefore, as outlined in the cycle of events contained in the memorandum setting out the terms of reference of the Canadian Forces Council (S 1150-110/C47 of 30 Oct 68), he planned to call a meeting in March to confirm the final Objectives of the Commands for the fiscal year 1969/70.

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67. The CDS spoke of the need this year to limit the consideration of objectives to the year 1969/70 because of the Government review of External and Defence Policy. He concluded by saying that in future years, he intended to discuss long-term objectives during the winter meeting. Following these discussions and further CFHQ staff investigation, he could present the rationale and updating of the long-term plan to the Commanders at the summer and fall meetings; thus, the Commanders would be provided with the guidance on which to base the next year's Command Objectives.

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SUMMARY RECORD OF DISCUSSIONS

JANUARY 1969 MEETING OF THE CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

FROM 28-30 JANUARY 1969

PART II

OPENING REMARKS BY GENERAL J.V. ALLARD, CC, CBE, DSO, ED, CD.
CHIEF OF THE DEFENCE STAFF - 29 JANUARY 1969

1. The CDS opened Part II of the Council by briefly summarizing the presentations in Part I. He stated that in his opinion the presentations had been useful and together with the points brought up in the discussions would serve as background material for discussion of the 69/70 Forces Objectives.
2. The CDS explained that he had adopted the system of each member chairing one of the Command discussions during Part II of the Council because he wished the members, as the senior officers of the Canadian Forces, to participate fully in the discussion of the objectives of the Canadian Forces in their widest sense. In their chairmanship of items during the Council the CDS stated that he wished they would become completely involved and would disregard their individual Command or functional responsibilities in order that they might discuss the objectives in the widest possible manner.
3. Turning to Part I items the CDS said that one of the important points, in his estimation, had been the matter of Maritime strategic guidance. He pointed out that while the Government has an opportunity to consider and approve the strategic guidance under which Canadian Forces operate within NATO and NORAD, the Government's part in planning and approving strategic guidance for the Defence of Canada, in the purely national aspect, is not as clear cut. He went on to say that, because of changes in the threat, in technology and techniques of warfare, particularly when Government constraints have significant bearing on strategic priorities, the Maritime strategy must be a matter for study by CFHQ in conjunction with Maritime Command. From this study he hoped to be able to identify what further steps he must take in this regard. The CDS said that he would not pursue discussion of this item at this time but would refer to it again when the Maritime Command Objectives were discussed.

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4. In closing the CDS advised the Council that the Commanders' Reviews and Objectives had been preliminarily staffed, as much as time allowed, by CFHQ. DCOPSR had been the OPI and would present to the Council the CFHQ preliminary opinion of the impact of the major Command Objectives on the available resources for Fiscal Year 69/70.

PRESENTATION OF CFHQ COMMENTS ON COMMAND OBJECTIVES
BY MGEN DARE, DCOPSR

5. MGEN Dare advised the Council that in the time available for staffing the Command submissions, CFHQ had been able to isolate and comment upon only those items deemed most significant. Summaries of the Command Objectives and of their important problems had been compiled and distributed in separate dossiers to each members.

6. MGEN Dare then referred the Council to a statistical presentation showing the establishment strength, budget and forecast requirements for the Canadian Forces by Command for the Fiscal Year 69/70. He proposed that he review the impact of the objectives on the overall defence resources using the facts displayed. Subsequently the Council would discuss individual Command items as directed previously by the CDS.

7. In closing MGEN Dare said that all Command activities now included in the Integrated Defence Plan for the forthcoming fiscal year should be met but that extraneous factors such as manning might have a significant affect upon the achievement of the Command Objectives.

Discussion

8. Following MGEN Dare's presentation the CDS took a few minutes to review the present Force strength because he considered this to be a problem common to all Commands which will affect the efficiency of the whole Force. The CDS suggested that the Council might wish to consider personnel problems such as: the policies required to maintain effectiveness within the present strength; the Maritime sea/shore manning ratio and the overseas/home ratio; a further reduction in operational Forces; and the posting of personnel from support positions, e.g. Training Command to operational formations. CDS expressed the hope that the discussions of these problems would provide the guidelines he needed to make policy decisions consistent with the reality of the present situation.

9. In the discussion following the CDS's statement, CP questioned the advisability of reducing support unit strength as opposed to that of operational units before the results of

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the External and Defence review were known. He suggested that if the review demanded a re-assignment or redeployment of forces he would be in a better posture if the headquarters, training or support formations were at maximum strength.

10. LGEN Anderson suggested that we cannot continue to maintain effectiveness in the face of continuing reductions. He suggested that, at the present strength levels, the Forces would be unable to maintain operational capability past the coming year. He said that, because of this, he had been considering options such as reducing Command Headquarters' strengths or commanding all integral units from CFHQ. In reiterating his idea LGEN Anderson stated that, in his estimation, the Canadian Forces cannot live with 98,000 man years annually if they are to maintain their present commitments.

11. Vice Admiral O'Brien observed that he could maintain commitments for the time being.

12. Dr. Uffen suggested that the Council should anticipate the outcome of the External and Defence review and prepare contingency plans. The CDS in reply reported that this had been done.

13. After further discussion of the relationship between the operational and force structures, in which the Council agreed that each environment had different characteristics and requirements, the CDS concluded that the forces present strength is not sufficient to maintain our present commitments within the present organizational structure.

14. Following this statement the Council discussed possible re-structuring the organization of the forces in order to meet commitments. The resource savings realized could be used to purchase needed equipment which would permit the rapid buildup of effective operational units.

DISCUSSION OF MARITIME OBJECTIVES -
CHAIRMAN LGEN W.A.B. ANDERSON

15. Before considering the elements of this item LGEN Anderson spoke of the need for earlier distribution of Command Reviews and supporting documents. He also suggested that specific dates for Canadian Forces Council meetings need to be fixed a year in advance to permit members to arrange their programmes to agree with Council dates.

16. LGEN Anderson requested to speak further about the value of the Council to the service as a whole. He proposed that the meetings provide the members with the opportunity to commune with the CDS and his senior advisers. In turn, the

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abstract problems such as the progress of unification, public relations, loyalty, morale and the flow of information within the service could be examined and a common philosophy adopted.

17. LGEN Anderson then introduced the Maritime Command objectives in turn. As manning appeared to be an urgent problem within the Command, he asked VADM O'Brien if he wished to speak further to this point. A discussion followed in which VADM O'Brien stressed the need for a better sea/shore ratio with more "open" billets ashore; the inadequacies of the re-written trade specifications with respect of certain Maritime specialties; and, the related problem of obtaining sufficient "open" positions in other areas to permit shore duty for these tradesmen.

18. The Council also discussed the priority of recruiting for Maritime Forces in anticipation of filling the sea berths and other forecast vacancies.

19. VADM O'Brien reviewed the factors discussed, pointing out that, whereas he could meet his commitments throughout the forecast period, he anticipated serious difficulties in the future unless his manning needs were met.

20. LGEN Anderson summarized the manning discussion and stated that, in his view, the commonality of billets must be studied first and he referred this problem to CP and CG for their resolution.

21. LGEN Anderson then introduced "Operations Further Afield" as the next item for discussion. He first requested VADM O'Brien to define the phrase and to establish the need for this new strategy. In reply VADM O'Brien pointed out that, because of the changes in enemy tactics resulting from their new equipment and because of our increased capability; the established guidelines were no longer applicable. To maintain his Command operational capability through actual surveillance of the enemy he required freedom of action to operate in the areas where the enemy is found and from which the Defence of Canada could be threatened.

22. The CDS, supporting VADM O'Brien, pointed out that we are working within the terms of a 1951 Cabinet Directive which does not reflect today's requirements for sea time and surveillance of the USSR Maritime threat. He went on to state, therefore, that strategic guidance for Maritime Defence should be brought up-to-date for approval by the Government to cover operations of the Canadian Maritime Forces.

23. The final Maritime item discussed by the Council concerned equipment and supply logistics procedures. In particular, VADM O'Brien spoke of the logistics backup being inadequate and of the current refitment costs. He stated that it is now

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necessary to cannibalize ships ashore to keep ships at sea. He also advised the Council that, because of recent experience, he had directed that ships undergoing refit be manned by specialist tradesmen through the refit period to ensure that repair programmes such as alignment of radars, straightening of propeller shafts etc., were completed properly. In addition, he indicated that inflation and its associated rising labour and equipment costs will affect future logistics programmes.

24. The CDS resumed the chairmanship of the Council and presented his guidelines for the remainder of the Council session. He stated that instead of following the agenda the Council would consider the remaining Command Objectives under the basic sub-headings of personnel, equipment and operations.

25. The Council then went into closed session.

26. When the Council resumed open discussion the CDS presented the Council with a proposed schedule of meetings for the forthcoming year. Reference (S1150-110/C47(CDS) 30 Jan 69). The schedule will be as follows:

- 26-27 March 1969 - Agenda to be advised.
- 25-26 June 1969 - The Rationale Paper.
Defence Planning Guidance.
- 24-25 Sept 1969 - Forecast of Canadian Forces
Projects for Fiscal Year 70/71
and Long Range Objectives.
- 10-11 or
17-18 Dec 1969 - Command Annual Reviews.
Presentation of Canadian Forces
Objectives Fiscal Year 70/71.
Command Objectives.
- Indefinite (March) - Confirmation of Command Objectives.

A forthcoming CDS Policy Directive will announce the coverage and outline the procedure for future meetings of the Canadian Forces Council.

27. The Council then discussed standardization of format, content and timing of agenda items in the Annual Reviews procedures. The CDS advised that his directive would take their recommendations into consideration.

28. The Council returned to the discussion of the Command Objectives under the categories previously listed.

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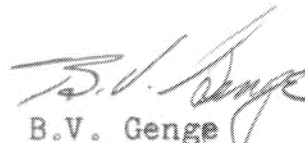
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33. In a continuation of the discussion of this item the Council considered the relationship of factors such as force structures, finances, base facilities, logistics support and inventory. The members concluded that within the present constraints it will be necessary to adjust our resources to maintain an effective defence force.

34. Manning. Following lengthy discussion of this item the CDS stated that he would issue a policy directive shortly for the guidance of CFHQ and the Commands.

35. In closing the CDS stated that he would report the deliberations of this session of the Canadian Forces Council in a communique to the Minister of National Defence. Attached is a copy of the communique.



B.V. Genge
Lieutenant Colonel
Secretary Canadian Forces Council

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30 Jan 69

The Minister.

REPORT OF THE CANADIAN FORCES COUNCIL
MEETING OF JANUARY 1969

1. I have the honour of reporting to you on the first meeting of Canadian Forces Council held in accordance with its new constitution. This meeting took place from 28 to 30 January, 1969, in two parts:

- a. Part 1. Sitting in special session, the Council heard the annual reports of the Commanders of all Commands of the Canadian Armed Forces.
- b. Part 2. Sitting in regular session, the Council considered the objectives to which the Canadian Forces are to address themselves in order to discharge Canada's defence commitments, as required by the Government, in fiscal year 1969-70.

2. In addition, senior general officers of the Defence Staff and Commands had the honour of being received at dinner by His Excellency the Governor General in his capacity as Commander-in-Chief of the Canadian Forces.

3. I am pleased to inform you that, in sum, the Command annual reports prove that, notwithstanding serious shortfalls of personnel, equipment and funds, our operational responsibilities have been discharged, in 1968, to a very commendable standard. We are experiencing the initial benefits of the processes of integration and unification which were started in 1964. These results convince us that we must press on, as soon as possible, with those measures which remain to be carried out to advance the process. In the months ahead I shall look forward to your approval of additional measures which are beyond my authority and which are required to achieve our goal.

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4. In its deliberations, Canadian Forces Council noted certain extremely serious problems which must be solved and difficulties which stand in the way of maintaining and developing the Canadian Forces so that we may both discharge our obligations to Canada as well as to those who serve under our command. Although I shall be bringing all of these to your attention in the normal course of the year's business, I am bound to report now on the principal matters.

5. Chief of these is the provision of the Government's defence policy which serves as the grand design on which our long and medium range goals must be based. The absence of this direction, at this time, has prevented Canadian Forces Council from considering courses of action beyond fiscal year 1969-70. As a result, we run the danger of losing lead-times in both personnel and equipment programmes which, in turn, exposes us to both operational risks and increased costs. Furthermore, long-term equivocation and conflicting reports in the press must eventually have a damaging effect on our officers and men. Canadian Forces Council trusts that this matter will be soon resolved.

6. Although 1968 saw the Canadian Forces meeting all operational commitments with high professional competence, as reported in paragraph 3 above, it would be wrong to assume that we can continue to meet all our present commitments in 1969-70. Considering that manning must be held down to 98,000 military man years; that severe constraints must be continued on expenditures for commodities such as fuel; and that certain essential equipments either have not been provided or have reached an advanced stage of obsolescence, Canadian Forces Council was unable to guarantee that effectiveness and efficiency can be maintained at the required level. Although the constraint on manning is our most grave concern - and I may well be forced to bring proposals for drastic organizational changes to you if the manning level cannot be raised - I would be failing in my responsibility if I did not advise you of the Council's serious concern regarding equipment which, not only fails to meet operational criteria, but also is becoming hazardous to those who operate it.

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7. The third specific matter concerns the conditions of service for members of the Canadian Forces. Members of Council have now had adequate time to assess the effects of the 1968 general pay increase. Considering increases in the cost of living and taxation, plus the proposed increase to pension contributions, there are many cases on record where take-home pay, in dollars, is less than it was before October 1968. This situation will be aggravated further where rental charges for permanent married quarters are being increased. Canadian Forces Council hopes that the 1969 pay review will redress this situation.

8. A further aspect of service conditions which requires attention is the policy on construction of permanent married quarters. While the Council appreciates that housing in general is a severe national problem, it also notes that a member of the Canadian Forces is a very special case. Operational necessities demand high personnel mobility which, in turn, denies the serviceman many of the advantages open to most of the population. Furthermore regional disparities in both available housing and accommodation costs pose additional problems. Consequently, I shall be making proposals to you with respect to the policy on construction of married quarters.

9. In conclusion, we take pride in the performance of the Canadian Forces during the past year and look forward to the consolidation of the unification programme and the benefits it will bestow. At its next meeting, on 26 March, 1969, Canadian Forces Council looks forward to being advised of the decisions resulting from the Government's External-Defence Policy Review so that it may start to consider the goals to be achieved in the years to come, in sufficient time to ensure their effective, efficient and economical attainment. In the short term, the considerable restrictions on available resources, particularly manpower and equipment, may well call for special and perhaps drastic measures. At the same time, members of Council note the recommendations with respect to service conditions which they must make to discharge their responsibilities to those under their command. However, notwithstanding resource limitations and other problems, we are resolved that the activities of the Canadian Forces shall be executed, in 1969, with the same enterprise and enthusiasm which have characterized our operations in the past.

ORIGINAL SIGNED BY

J.V. ALLARD

J.V. Allard

General

Chief of the Defence Staff

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S 1150-110/C47

SUMMARY RECORD OF DISCUSSIONS

MARCH 1969 MEETING OF THE CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

FROM 26-27 MARCH 1969

Canadian Forces Headquarters
OTTAWA, Ontario

2 April, 1969

PRESENT

Chairman:	GEN	JV	Allard	Chief of the Defence Staff
Members:	LGEN	LG	Lilley	
	LGEN	WAB	Anderson	
	LGEN	EM	Reyno	
	LGEN	FR	Sharp	
	VADM	RL	Hennessey	
	VADM	JC	O'Brien	
	LGEN	ME	Pollard	
Associate	MR	EB	Armstrong	Deputy Minister of National Defence
Members:	DR	RJ	Uffen	Chairman Defence Research Board
Secretary:	LCOL	BV	Genge	Secretary Canadian Forces Council
Assistant				
Secretary:	MAJ	ELK	Cowan	Assistant Secretary CF Council

IN ATTENDANCE

MGEN	AJ	Tedlie	DCFD
MR	RL	Raymont	SESO/CDS
COL	RM	Withers	SOPC 2/CDS
MR	CM	Regimbal	DDE
MAJ	L	Noel de Tilly	CBS

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SUMMARY RECORD OF DISCUSSIONS

MARCH 1969 MEETING OF CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

AT 0930 HOURS, 26-27 MARCH 1969

1. The CDS welcomed the members to this meeting of the Canadian Forces Council. He stated that following his review of the CFHQ synopsis of the command objectives the members could discuss each objective in turn or only those which needed further development. He also advised the members that CFHQ would recommend a standard approach and format for the processing of annual reviews and command objectives for future meetings.
2. The CDS then briefed the Council in detail on the CFHQ review of the command objectives. A copy of this review as provided to each member of the Council and a transcript is attached hereto as Annex A.
3. VADM O'Brien initiated discussion on those objectives which were of particular interest to Maritime Command as well as to some objectives which were common to all commands.
4. Speaking of Objective 1-1 he pointed out that the study of ship communications equipment would show that the need is not based upon fixed shore communications but rather on the systems used in the US Navy which now transmit at 100 words per minute. Because Maritime Command operations are tied to those of the US forces the Canadian ships must be equipped to handle traffic at the 100 words per minute rate.
5. The CDS questioned whether the provision of this capacity would change the cost of the programme, but an estimate was not readily available. VADM O'Brien also advised that by recent makeshift arrangements the command had increased its capacity to 60 words per minute but this was the limit of its capability with the present equipment.
6. With respect to the provision of a separate naval communication facility for NATO exercises VADM O'Brien pointed out that this is a long standing commitment and that the request from SACLANC is for an improved facility. The facility is needed to support the communication of all allied maritime forces operating in Maritime Command's area of responsibility. An appropriate submission to Defence Council, involving NATO infrastructure, has been prepared.

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7. VADM O'Brien then observed that the CFHQ proposal for Sub-Objective 1-6, i.e. to provide 15 CHSS-2 helicopters did not fully meet the Maritime Command requirement. In reply the CDS observed that the original intention was to provide only one helicopter for each ship and that this planning figure is being met; also the dual hangar facility is intended to provide for other operational needs such as recovery of non-organic helicopters.

8. In reply to VADM O'Brien's observation concerning his ability to meet the requirements of Sub-Objective 2-3 the CDS advised the Council that a CDS directive to determine our search and rescue responsibilities is to be issued within a few days.

9. In discussion of Sub-Objective 2-4 the CDS advised the Council that CFHQ had been asked to study the use of the railway ferry now in service between Sydney, Nova Scotia and Newfoundland. He proposed that the ferries could be used by the military for exercises and operations wherein a sealift is needed. He cautioned, however, that the problems inherent in the operation of these ships in the military role had to be studied and contingency plans for their use be prepared. The Council would be advised the results of the study in due course.

10. Following a general discussion of the Maritime Command comment concerning the shortage of personnel to meet additional commitments, particularly summer training, the CDS informed the Council that the peak requirements could be reduced by changing the training cycle in the service colleges to a trimester system. He anticipated that this change would be made by late 1971.

11. In a discussion of the manning problem associated with the Maritime Command Sub-Objective 1-3, VADM Hennessy recommended that the Maritime manning system be revised within the limits possible in the present Maritime establishment. He proposed for example, that one additional submarine crew could be formed from which replacement personnel for operational submarines could be provided. In addition this crew could relieve the normal crew of many essential watch duties during the period the submarine was not at sea.

12. The CDS requested that VADM Hennessy and the Commander Maritime Command study the proposal and, within the current Maritime Command manning ceiling, recommend a solution for consideration.

13. Continuing the review of the Maritime Command objectives the Council discussed the rising costs of ship refit programmes as well as the associated costs resulting from the need to keep a ship in commission during refit. Mr. Armstrong suggested that the consequences of decommissioning during refit be studied carefully because of the continuing government interest in refitment costs. VADM O'Brien replied that consideration had been given to the problem to the degree that decommissioning was planned during the Restigouche class conversion programmes.

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19. In reply to a question concerning the priority of the demand LGEN Anderson explained that the provision of the equipment was integral to the establishment of the air/transportable force and met the objectives expressed in the White Paper. He went on to say that this ready force must respond to any task in support of Canadian commitments at home or abroad in which the force would move and be supplied by air.

20. Mr. Armstrong suggested that escalation in the cost of equipment for this force had placed procurement in the scale needed beyond the budget for this fiscal year. In addition, Mr. Armstrong referred to recent information from STAFEUR which related to the need for a force of this type. LGEN Anderson indicated that the STAFEUR analysis was limited to the European theatre and did not satisfy the other tasks to which the Canadian forces could be assigned. The CDS advised Council that this matter would be studied further if necessary and called for a briefing from DCFD on this programme.

21. During the DCFD briefing, later in the conference, the following points were presented to the Council:

- a. the requirement was first formulated in 1967;
- b. PCP 0925 had been processed at CFHQ and amended to conform to current establishments;
- c. an initial lack of definition concerning the O&M costs of the programme had been corrected and the "best estimate" is now available;
- d. ADM(L) had questioned the advisability of proceeding with the PCP before the results of the Defence Review were known;
- e. the IDP for fiscal year 69/70 is now firm and funds for the full procurement programme are not available. If funds become available the programme would be again reviewed in competition with others of similar priority. If the programme cannot be completed this year it would have to be postponed to FY 70/71 or later; and
- f. the total cost of the programme had been forecast to be \$3.4M spread over both fiscal years. Of this amount \$363,000 is available for fiscal year 69/70 and \$200,000 is designated for fiscal year 70/71. This total of \$563,000 is in the IDP and will provide sufficient equipment to introduce the training programme in Mobile Command. It cannot, however, satisfy the operational establishment or requirement.

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22. LGEN Anderson requested confirmation that this limited procurement programme would proceed. DCFD assured him that it would be fulfilled.

23. CDS then raised the subject of underwater patrol equipment and requested a status report of this and related special force activities. LGEN Anderson acknowledged the requirement and stated that his preliminary proposals had been forwarded to CFHQ some time ago. He advised further that the responsibility for these tasks within Mobile Command had been assigned to the engineering units.

24. VADM O'Brien reminded the Council of his responsibilities for underwater warfare and suggested that some aspects of the programmes might be shared between the two commands.

25. Mobile Command Objective Nuforce 7 as it pertains to medical support units and a forthcoming proposal from Mobile Command was discussed next. LGEN Anderson said that he thought there had been agreement with the Surgeon General on this programme and that Mobile Command had completed its staff work. CDS requested clarification of the status of this matter and directed that the items be considered at an early meeting of CDSAC.

26. Concerning Objective Nuforce 9 the Council was advised that Mobile Command had forwarded its plan in mid February for review by CFHQ. The CDS stated that the plan would be checked by his staff.

27. In a discussion of Objective Nuforce 15 the move of 408 Squadron to Edmonton revealed that there were many other factors to consider with respect to other western bases, for example, Winnipeg and Portage. CDS advised that the move of the unit would proceed and directed that consideration of the other matters be held in abeyance pending further development of the interim base posture plan for the Canadian Forces.

28. LGEN Anderson next spoke of Objective Nuforce 24. He stated that he wished to emphasize the high priority of the Tactical Air Command and Control System (TACCS) needed to deploy CF5 aircraft and that he wished to relate the programme to the command's ability to carry out its assigned role. He stated that this system was basic to mobility. LGEN Pollard confirmed that the TACCS was essential to the operational deployment of the CF5, and that it was also required for use with all aircraft which might be deployed in a forward operational area. LGEN Anderson supported LGEN Pollard's statements and advised the Council that an interim TACCS system had been developed for use pending the provision of the fully developed system. LGEN Reyno briefed the Council concerning the extensive study to which the system had been

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exposed at CFHQ and recommended that the TACCS be provided immediately funds become available. The CDS recognized the importance of the programme and requested VCDS to provide him with a review of the study and to identify all elements of the system as well as those required to maintain minimum operational capability.

29. With reference to NUTROP 36 LGEN Anderson advised that the recent exercises in Jamaica were the best he had seen in recent years. He reported that morale was high, that joint land-air team experience had been invaluable and that the public relations stemming from the Exercise had been excellent.

30. When questioned with respect to Nuforce 48 the CDS assured LGEN Anderson that the provision of a French language radio station in the 4 CMBG area would be reconsidered when funds become available, in a future fiscal year.

31. The Council next discussed the ADC, 1 Air Div, ATC, TC and CFCS objectives reviews contained in the supporting data but did not recommend any changes to the proposed CFHQ recommendations.

32. The CDS then requested the Council to consider in the time remaining additional items of general interest to the Council members. He spoke first of the need to establish the agenda and schedule for future CF Council meetings and asked COL Withers to review the CG memo F 1150-110/C47 dated 5 March 1969, (attached as Annex B).

33. A lengthy discussion followed this review in which the members examined all aspects of the cyclical management system proposed in the memorandum. The Council agreed in principle that, despite other extraneous demands, it was essential to establish a planning, programming, budgeting and implementation system based upon a five year calendar within which the programmes and objectives for the forces would be considered. The Council suggested there should be three meetings each year with the key meetings held in May and June as follows:

a. May

- (1) All commands present annual reviews for fiscal year just ended;
- (2) Commands make input for objectives in the next (not current) fiscal year;
- (3) CF Council considers the five year plan and changes required.

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- b. Following January. Objectives for the next fiscal year are confirmed.
- c. September (between two meetings described above). A general meeting with agenda to be notified. Some aspects of objectives for the next fiscal year may be discussed if the need arises.

34. In his summary of this proposal the CDS stated that, in future, CFHQ would establish broad priorities which, in turn, would be identified in terms of roles such as Maritime, Air Defence and NATO. He then advised the Council that he welcomed their enthusiasm for this proposal and that, following CFHQ consideration, he would forward the final plan for their review and subsequently issue a directive for the guidance of all concerned. CG is to coordinate the staff action on this item with the Office of the CDS.

35. Speaking of the form and content of the annual reviews and objectives considered at the last (January) CF Council, the CDS emphasized the need for standardization. He stated that standardization is required both in format of presentation and in coverage of command problems, roles, programmes, activities and interests is essential. In particular, there is a need to standardize the terminology used by all commands. This applies particularly to definition of the terms "goal" and "objective". COL Withers indicated that, in this regard, a forthcoming amendment to CFP 121 would provide guidelines for the submission of command annual reviews and objectives.

36. Referring again to the need to consider other items of general interest the CDS explained that many of the items he had in mind are not related to command programmes and by way of illustration suggested that the senior officer career discussions might be held coincident with the January meeting discussed earlier.

37. In development of this general topic LGEN Anderson recommended that the CDS consider introducing an annual symposium in which the Council could review abstract subjects such as service conditions, personnel policy, welfare programmes and opinions expressed in the other ranks circles.

38. The Council was in general agreement with this proposal but offered several suggestions to ensure that each command approach the task from the same point of view. Similarly, the results should be presented in a coordinated form. The Council then accepted the CP offer to coordinate this programme. The CDS further directed that this be included on the agenda for the next meeting of the CF Council to be held 25-26 June, 1969.

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39. The CDS advised the Council that a further item for the June meeting would be the GEN Rowley report on officer development in the Canadian Forces. He reviewed in some detail the preliminary briefings he had received on the work of the Board to date. He explained that, although resolution of the problems identified in the report must be considered a matter of urgency, the Council cannot action the recommendations until they are considered at Defence Council. He anticipated a Defence Council hearing after the end of April and said that copies of the report would be forwarded to each member of Council at about that time. He requested that the members study the findings and recommendations and prepare their comments for a full discussion at the June meeting. Particular attention is to be given to Volume I. He concluded by expressing the hope that many of the decisions made in June could be implemented by September 1970.

40. Considerable discussion followed in which the Council members expressed general agreement with the Board findings reviewed by the CDS and concerning the need to revise the military educational system. In particular, they concurred with the need to consolidate facilities, to amend the syllabi and to establish one board to administer the programmes.

41. The CDS then proposed that the subject of Senior NCO education should also be considered at the June meeting.

42. Before concluding the meeting the Council approved the text of a CDS communique to the Minister of National Defence as follows:

"I have the honour of reporting to you on the second meeting of the Canadian Forces Council, which took place on 26 and 27 March, 1969. The purpose of this meeting was to confirm the Command Objectives for the fiscal year 1969-70 in order to enable the Canadian Forces to discharge Canada's defence commitments as required by the government.

In its deliberations the Council was influenced by three main factors:

- a. no consideration would be given to objectives beyond 1969-70 until the outcome of the present defence review before the government;
- b. wherever possible, decisions relating to 1969-70 objectives and not related to national security would be deferred until after the results of the defence review were known; and
- c. the objectives should enable us to meet our current commitments at the lowest cost within the indicated constraints on our budget and the manpower ceiling of 98,000.

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I am pleased to inform you that, while it will not be possible for some of the Command Objectives to be proceeded within full due to short-falls in personnel, equipment and funds, the Council was able to confirm that those responsibilities under our present commitments can be discharged in the fiscal year 1969-70 to an acceptable standard.

However, the Council would not be fulfilling its responsibilities if it did not report to you that the Canadian Forces will not be able to continue to discharge their present commitments in future years at what they consider to be an acceptable operational standard under the present financial constraints."



B.V. Genge
 Lieutenant Colonel
 Secretary Canadian Forces Council

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ANNEX "A" to
S 1150-110/C47 (CDS)
dated 2 April, 1969

CONFIRMATION OF COMMAND OBJECTIVES 69/70

CDS PRESENTATION TO CF COUNCIL

26-27 MARCH, 1969

GENERAL

1. It is my intention that the Canadian Forces Council not confirm any objectives beyond 1969-70 until the outcome of the Government's Defence Review is known and direction with respect to national objectives has been given. Wherever possible, decisions regarding command objectives, not related to national security, will be deferred until after the results of the Defence Review has been made known.
2. In this fiscal year priority for allocation of our resources must be towards those activities which contribute to the defence of North America and the remaining resources allocated to meet our other commitments. We must realize that the possibility of additional funds in 1970-71 is most unlikely.
3. Our review has identified the need for a unified integrated weapons system replacement programme and the need for the creation of a balanced force structure if our present problems are not to be continued and indeed increased in the future.
4. My staff have examined the annual reviews and considered the objectives within the scope of the FY 69-70 objectives defined in my Directive D5/68. This directive stated that we were to continue to meet our current commitments at the lowest cost and to do this within the indicated restraints to our budget and the manpower ceiling of 98,000.
5. Our review of the commands operational objectives indicates that it is possible to meet our current commitments and at the same time, maintain an acceptable level of activity and operational readiness within the indicated constraints of our budget and a manpower ceiling.
6. In the annual reviews presented, commanders drew attention to a number of specific problems. In some cases their concern was for a problem unique to their command. However, in others their problems are common to all of the commands and have an impact on the forces as a whole. In several instances the questions raised in the review have already been resolved to the satisfaction of the commander and will not be mentioned during this review. Within the parameters as outlined, and, in the absence of specific mention during this briefing, it may be assumed that command objectives and items, not included in this review, will be dealt with by normal staff action.

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MARITIME COMMAND

SUB-OBJECTIVE 1-1

TO CONDUCT TRAINING AND EQUIPMENT IMPROVEMENT PROGRAMMES TO
MAINTAIN COMBAT READINESS

Replacement of obsolete teletype equipment in Maritime Command Shore Communication Centres has been held arbitrarily in abeyance pending implementation of the CN-CP study on fixed communications. The procurement of teletype equipment for ships is related to the CN-CP study on fixed communications. As the implementation of this study may take some time Maritime Commander has been asked to inform which communication equipment needs replacing now or in the near future. On receipt of this information we will propose a capital replacement programme which will include teletype equipment.

Provision of communication facilities for the Naval control of shipping Naval officer in charge organization, is under study. CFHQ have recently completed an examination in depth of the future requirements for a Naval control of shipping and fishing vessel organization. I have approved a policy to continue the Canadian Forces activity in this area and we are embarking on the measures necessary to implement this policy. Investigation and staffing of the communication equipment requirements is in progress. If Canada is to plan and provision for a wartime or exercise NCSO using current communications techniques there may be a requirement for capital expenditure.

Provision of a separate Naval communication facility for NATO Exercises. This stems from MARCOM's concurrence to a NATO request which we have not as yet accepted. A revised reply to SACLANT is being considered. If the Canadian reply is accepted by SACLANT additional NATO facilities will be provided on DND property, operated by Canadian personnel with no capital cost to DND. No provision has been made for personnel within the manpower ceiling of 98,000.

A number of problems affecting ships were identified relating to equipment installation projects which are either in process of installation or pending delivery of long lead items from contract. Firm installation projects can not yet be established.

Item A4 of the commander's report does not provide adequate definition but is understood to relate to the 1968 refit of HMCS Fraser. To avoid this type of situation MRF Montreal will assume the ships staff portion of the weapons refit.

THE COMMANDER'S REVIEW STATES THAT LOGISTICS BACKUP IN SUPPORT OF SHIPS IS INADEQUATE.

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While there may be individual cases corrective action is a normal response within the usual constraints of funding and procurement lead time. Continual review and measurement of supply effectiveness to date has indicated no general denigration of supply support to the fleet.

SUB-OBJECTIVE 1-3

TO MAINTAIN THE MAXIMUM NUMBER OF SHIPS AND AIRCRAFT OPERATIONAL IN THE FACE OF FORECAST MANPOWER SHORTAGES.

As you are aware, priority has been given in recent months to the recruiting of sea element personnel. During the past six months 51% of our recruiting intake has gone to Maritime trades. There are still overall shortages in some trades and shortages at certain rank levels in others. However, it is considered that the general manning situation in Maritime Command should, by the end of September, be adequate to meet commitments.

Provision of personnel to begin training in 1969 for the DDH 280 programme is in hand. It may be necessary to short man the operating ships in some NCO ranks for the sea operations trades to meet the DDH training programme in early 1970.

Similarly, in meeting the current and increased requirements for HS 50, it will be necessary to do so by short manning other Maritime flying activities. The OSMET study at CFB Shearwater may identify some potential savings to meet this requirement.

SUB-OBJECTIVE 1-4

TO COMMISSION HMCS PROTECTEUR ABOUT 15 JUN 69 AND SIMILARLY HMCS PRESERVER ON ABOUT 15 NOV 1969.

The commissioning of HMCS Protecteur will probably be delayed from 15 Jun to 31 Jul 69 other than this it is considered that there are no major problems in this area.

SUB-OBJECTIVE 1-6

TO PROVIDE CHSS-2 DETACHMENTS FOR ALL HELICOPTER DESTROYERS.

The Maritime Commander has stated a requirement for additional CHSS-2 Helicopters to cater for operational commitments until 1980. Rather than procure MARCOM's total requirement it is more feasible to procure a lesser number (15) of CHSS-2 aircraft for the interim with a phase-in of new helicopters during 1976-77. It is proposed that the introduction of 15 CHSS-2 aircraft begin mid 1971 at the rate of one aircraft every two months which it is considered will meet the needs of attrition and the DDH 280 ships. However this program is not yet in the IDP and, with the current financial constraints, this program will have to be considered in

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relation to all other equipment requirements. No provision has been made for personnel within the manpower ceiling of 98,000.

SUB-OBJECTIVE 2-2

TO EVALUATE THE MARITIME COMMAND'S FORWARD STRATEGY CONCEPT OF OPERATIONS.

The CDS Directive S1-69 Strategic Guide for the Defence of Canada - Maritime Command is under review by DC PLANS.

SUB-OBJECTIVE 2-3

TO MAINTAIN A CONTINUOUS SEARCH AND RESCUE CAPABILITY IN THE MARITIME COMMANDERS AREA OF RESPONSIBILITY.

This objective is achievable within the requirements set forth in CAP 342 Vol 3. Planning Guidance 1967/73 dated 23 March 67 states that provision will not be included for expansion of search and rescue activities.

SUB-OBJECTIVE 2-4

TO PREPARE CONTINGENCY PLANS FOR THE USE OF BONAVENTURE, PROVIDER, PROTECTEUR CLASS AND CAPE CLASS SHIPS IN A SEALIFT ROLE.

The first draft from Commander Maritime Command has been received at CFHQ and is being used in the CDS Study S1/69 for the air-sealift of the AMF(L).

SEA/SHORE RATIO

No personnel problem is more challenging or complex than that posed by the requirement for an acceptable sea/shore ratio. It is self evident that personnel in the sea environment must be given an opportunity to spend a reasonable portion of their service ashore. Priority has been given to finding a solution to this problem and some progress has already been made. However, the practical benefits of the steps now being taken will not be felt in 1969.

TRAINING AND EMPLOYMENT OF FRENCH SPEAKING PERSONNEL

A recent CP study has confirmed that we can successfully recycle HMCS Ottawa with French speaking personnel. However, it will not be possible to man a second ship before 1971. In meeting our requirements for French speaking personnel, I have given priority to the trading activity to ensure the long term success of this programme.

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REPLACEMENT OF RADIO OFFICERS IN MARITIME AIRCRAFT

It is agreed that in the process of replacing the radio officer with the observer there will be a considerable reduction in experience level. Because it has been necessary to shorten the time originally planned for this transition, some difficulties will arise. However, my staff are prepared to redistribute Maritime Command radio officers as required during the critical period of this conversion.

RESOURCES VERSUS COMMITMENTS

THE MARITIME COMMANDER NOTED A SHORTAGE OF ADDITIONAL PERSONNEL TO MEET COMMITMENTS SUCH AS ROTP SUMMER TRAINING, CADET TRAINING AND NEW PROGRAMMES.

The Maritime Commander noted a shortage of additional personnel to meet commitments such as ROTP summer training, cadet training and new programmes. This, no doubt, is a general problem and all commanders are finding difficulty in producing personnel for summer training for cadets, the Regular Force and the Reserves. However, there are no additional personnel resources available to us so these programmes must be supported by the commands to the maximum extent possible.

SUBMARINE MANNING

Shortage of submarine personnel is a continuing problem. We have recently provided some short term assistance by the approval of acting ranks. However, for the longer term, it will be necessary to improve the conditions of service for submariners. The submission currently being produced by Maritime Command will guide us in our further action on this matter.

MOBILE COMMAND

OBJECTIVE NUFORCE 1

TO COMPLETE THE MANNING, EQUIPPING AND TRAINING OF THE CANADIAN AIRBORNE REGIMENT TO ACHIEVE OPERATIONAL READINESS FOR REGIMENTAL AIRBORNE OPERATIONS BY 1 JAN 70.

The Canadian airborne regiment is now manned at 90% and more volunteers are expected after the return of 3rd Battalion Royal 22e Regiment from Cyprus in April 1969. We expect the regiment to reach 95-98% by mid 1969. Thus manning objectives can be achieved in 1969 if volunteers are forthcoming.

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The achievement of this objective requires that heavy air-drop equipment be available for 1 Commando Group by 1 January 1970. This is now being staffed but has not been included in the current programme. Even if funds are made immediately available the target date is unlikely to be achieved. In view of the inflexibility of the FY 69/70 budget the provision of airdrop equipment will be deferred to FY 70/71.

OBJECTIVE NUFORCE 2

THE ESTABLISHMENT OF ALL ELEMENTS OF THE CANADIAN AIRBORNE REGIMENT AT CFB EDMONTON BY 1 SEP 69.

This objective involves the moving of all personnel and equipment to Edmonton and the availability of French language schooling is a prerequisite. The moving of this Commando to Edmonton would further accentuate the critical shortage of housing in the Edmonton area. The director of dependent education on the DM staff has stated that bilingual schooling at Edmonton is considered to be adequate. It was pointed out that this is bilingual, not French only, and is to the Alberta curriculum. In view of the serious problems associated with housing and especially schooling in Edmonton this objective is not approved for FY 69/70.

NUFORCE 3

THE ESTABLISHMENT AT CFB EDMONTON OF ALL TRAINING ESTABLISHMENTS CONCERNED WITH AIRBORNE TRAINING AND RELATED SUBJECTS BY 1 SEP 69.

This would involve moving the airborne school, the air despatch school, airborne section of the trials and evaluation establishment and HQ elements from HQ ground training wing out of CFB Rivers and 28 CFSD from Shilo. While only limited accommodation is available at Edmonton, in view of the operational desirability of this objective it may be necessary to inconvenience some personnel. In view of operational considerations this objective is being recommended for MND approval. We plan to move these elements to CFB Edmonton by 1 September 1969. It is further directed that CFB Edmonton be transferred from Air Transport Command to Mobile Command effective 1 September 1969.

OBJECTIVE NUFORCE 5

CONVERT THE COMBAT GROUP HQ, SIGNAL SQN AND INF BNS OF 3 COMBAT GROUP HQ TO MECHANIZED PEACE ESTABLISHMENTS BY 1 MAY 69.

This objective will be deferred until the results of the Defence Review are known.

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OBJECTIVE NUFORCE 6

COMPLETE THE MANNING, EQUIPPING AND TRAINING OF HQ AND NEW
 AMD CONVERTED COMBAT ARMS AND COMBAT SUPPORT UNITS OF 5 GROUPEMENT
 DE COMBAT TO ACHIEVE OPERATIONAL READINESS IN ACCORDANCE WITH
 PRESCRIBED TRAINING STANDARDS BY 31 OCT 69.

These units are being manned in accordance with FMC manning plans. The manning objectives have been met except where service-wide shortages of tradesmen exist or the linguistic mix of inventory is inadequate. The target date of 31 October 1969 cannot be met but we may be able to complete the essential manning by late 1969.

OBJECTIVE NUFORCE 7

COMPLETE MANNING, EQUIPPING AND TRAINING OF ALL CONVERTED
 BASES, SERVICE BATTALIONS AND MEDICAL SUPPORT UNITS BY 31 MAR 70.

All establishments have been received except for the medical units. CFB manning is proceeding well as is that of the service battalions. However there are some shortages. Mobile Command will be presenting a new proposal for medical support units by 1 April 1969. The proposal is believed to include two field ambulances and one 100 bed field hospital in Canada plus one 100 bed field hospital in skeleton organization.

This objective is approved within the manpower inventory. We are unlikely to meet the 31 March 1970 objective for medical units as the establishments have not yet been approved.

OBJECTIVE NUFORCE 8

PROVIDE 4 CMBG WITH ALL VEHICLES AND EQUIPMENT AUTHORIZED BY
 INTERIM EQUIPPING AUTHORITIES (IEAS) AND CURRENT ESTABLISHMENTS BY
 1 MAY 1969.

Approval is deferred until the outcome of the Defence Review is known.

OBJECTIVE NUFORCE 9

DEVELOP THE MASTER IMPLEMENTATION PLAN FOR CHANGES IN THE
 LAND FORCES. FORMATION IN THE 1970/75 PERIOD RESULTING FROM
 CHANGES IN NUCLEAR SUPPORT POLICY BY 1 JUN 69.

Although this is primarily an internal Mobile Command objective its achievement can only be accomplished when the plan is approved by CFHQ. The new nuclear support policy is still under consideration and the command plan has not yet been received at CFHQ. The target date of 1 June 1969 is unlikely to be achieved. A more realistic target date is 1 January 1970.

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OBJECTIVE NUFORCE 11

IN CONJUNCTION WITH CFHQ ESTABLISH THE METHOD OF PROVIDING THE NECESSARY NATIONAL HQ IN NATO EUROPE BY 1 JUNE 1969.

This matter can not be resolved until the outcome of the Defence Review is known.

OBJECTIVE NUFORCE 15

THE MOVE OF 408 SQUADRON TO OFB EDMONTON AND COMMENCE RE-EQUIPPING WITH CF5 AIRCRAFT BY 15 JUN 69.

Notwithstanding the shortage of DND and civilian housing at Edmonton, the movement of 408 Sqn to Edmonton is necessary. To reduce personnel movement costs and to minimize the number of winter moves, the relocation will be carried out progressively beginning in July 1969 with the establishment at Edmonton of a 408 Sqn detachment. Postings will be made to the detachment to meet the arrival and build up of the CF5 aircraft. The official move date to Edmonton of 408 Sqn will be January 1970. This will be recommended for MND approval.

OBJECTIVE NUFORCE 20

ORGANIZE, MAN AND EQUIP 433 ESCADRILLE TACTIQUE DE COMBAT (433 ETAC) AT CFB BAGOTVILLE AND ACHIEVE LIMITED OPERATIONAL READINESS BY 31 MAR 70.

Approved. The Mobile Command manning plan for 433 ETAC is being implemented and the objective should be met. The squadron requirement for Weapons Technician Air cannot be met as requested but full strength of these tradesmen is assured for February 1970.

OBJECTIVE NUFORCE 24

TO ESTABLISH WITH CFHQ BY 1 JUN 69 THE DEFINITE ONE YEAR AND FIVE YEAR AND THE OUTLINE 10 YEAR MOBILE COMMAND EQUIPMENT PROGRAMMES BY 1 JUN 69.

The target date cannot be achieved. The one year FY 70/71 programme has already been the subject of discussion between CFHQ and FMC. Decisions for the longer term cannot be made until the Defence Review has been completed and the findings approved by the government. A long term equipment programme such as that envisaged by this objective if prepared now would have no validity if the Defence Force Review changes our force structure. This objective is achievable and must be finalized by the end of FY 69/70.

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OBJECTIVE NUFORCE 26

UPDATE THE WAR RESERVE EQUIPMENT LISTS FOR 4 CMBG BY 1 SEP 69.

This objective will be deferred until results of Defence Review are known.

OBJECTIVE NUFORCE 27

DETERMINE EQUIPMENT REQUIREMENTS OF NON-ORGANIC SERVICE SUPPORT UNIT (NOSSUS) AND POSITION THIS EQUIPMENT IN THE NORTHWEST EUROPEAN THEATRE BY 1 MAY 69.

This objective involves establishing policy and determining units requirements, quantities to be positioned and shipment of specified items. Approval is deferred until results of Defence Review are known.

OBJECTIVE NUTROP 36

TO IDENTIFY AND ARRANGE FOR USE OF FOREIGN TRAINING AREAS TO MEET THE TRAINING REQUIREMENTS OF MOBILE COMMAND BY 1 JUN 69.

The aim of this objective is to identify foreign training areas which permit realistic training of Mobile Command forces in environments not available in Canada, and allow for practice in strategic air and sea movements.

This objective has now been achieved. Guyana not authorized by Minister - Jamaica exercises now being conducted - Lybia continue present training programme of attachments of land force personnel to British units.

NUBASE 48

ESTABLISH A FRENCH LANGUAGE RADIO STATION IN THE CANADIAN LAND FORCES EUROPE AREA BY 31 MAR 70.

This objective is not approved for FY 69/70.

OBJECTIVE 57

TO ESTABLISH OPTIMUM AIRLIFT AND SEALIFT REQUIREMENTS FOR ALL MOBILE COMMAND MISSIONS AND STATE REQUIREMENTS TO CFHQ BY 1 JUN 69.

The aim of this objective is to examine the requirements inherent in all Mobile Command Plans and carry out a consolidated command requirement study which will be presented to and approved by the commander and command council. This objective is under study and is linked with Maritime Commander's Sub-Objective 2-4 and is covered by CDS Study Directive S1/69 for the air-sealift of the AMF(L).

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AIR DEFENCE COMMAND

SURVEILLANCE RADAR COMOX

EXCESSIVE CLUTTER ON THE SURVEILLANCE RADAR COMOX IS CAUSING A HAZARDOUS FLYING ENVIRONMENT.

The modification programme has been delayed since 1967 because of contract problems. This problem is being reviewed in conjunction with the larger problem of the replacement of both of the surveillance and precision radar. A study is now being conducted and a programme change will be submitted to FRB in the immediate future.

PROVISION OF MEDICAL OFFICERS

ADC RAISED THE QUESTION OF MEDICAL OFFICER SHORTAGE IN RELATION TO THEIR REMOTE UNITS, PARTICULARLY IN QUEBEC.

There is no solution to this problem but medical officers will continue to be assigned where operational necessity dictates and where civilian doctors are not available.

MANNING OF CRITICAL TRADES

CRITICAL TRADES ARE DEFINED IN ADC AS THOSE IN WHICH THE OVERALL MANNING IN THE COMMAND IS BELOW 90%.

Action has been taken to ensure that the minimum ADC manning levels are maintained throughout the summer of 1969 after which time training now scheduled will improve the situation.

PROVISION OF ADEQUATE EDUCATIONAL FACILITIES

THE INADEQUACY OF EDUCATION FACILITIES AT ADC UNITS.

There is no easy solution to this problem in our current financial situation. Every attempt will be made to ensure service at isolated units is shared equitably and that hardship is not worked on the families of our Sr NCOs and officers.

1 AIR DIVISION

CONVENTIONAL WEAPONS CAPABILITY

PAGE 21 PARAGRAPH 52 STATES THAT 1 AIR DIVISION'S PRESENT HOLDING OF NAPLM AND CBU FRAGMENTATION BOMBS ARE ONLY SUFFICIENT TO SUSTAIN CONVENTIONAL OPERATIONS FOR THREE DAYS WHICH IS WELL BELOW SACEUR MINIMUM STANDARD OF SEVEN DAYS.

Decision will not be made until the outcome of Foreign Affairs - Defence Review is known.

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AIRFIELD PROTECTION

PAGE 23 OF THE COMMANDER'S REPORT STATES THAT RELOCATION OF 1 AIR DIVISION FROM THREE TO TWO BASES WILL INCREASE VULNERABILITY TO ENEMY ACTION.

This is particularly so in the conventional role envisaged under the new strategy. Our strike and recce aircraft are concentrated on single hard standings without shelter or any active defence capability. This subject will be reviewed after the recommendations of the Foreign Affairs - Defence Review has been received.

AIR TRANSPORT COMMAND

OBJECTIVE 4

REPLACEMENT OF THE H21 SEARCH AND RESCUE HELICOPTERS AND ALBATROSS AIRCRAFT.

A paper has been submitted by DCOPSR for consideration of PCC. The main thesis of this paper is that because of equipment deficiencies and low priority within DND the SAR organization has deteriorated to a point where it is providing a marginal capability. Any of the plans proposed other than to re-examine the SAR requirement to determine whether or not DND should continue to accept a prime responsibility for this role would cost money and at the present time there is no money available in IDP for this purpose. It must be remembered that we are still working under the constraints of the Minister's 1967 memorandum on Defence Guidance Policy which in effect stated that no addition or changes would be made to the existing SAR inventory for five years i.e. 1972.

LONG RANGE PORTABLE COMMUNICATION EQUIPMENT

There can be no long range portable communication stations allotted exclusively to ATC. Stations will be maintained and operated by a single agency the First Canadian Signal Regiment. This has been agreed to by Commander ATC and is the subject of CDS Directive S5/69.

AIR/GROUND AIR COMMUNICATION CAPABILITY

PILOT OPERATED COMMUNICATIONS EQUIPMENT IN ATC AIRCRAFT CAN NOT PROVIDE RELIABLE LONG RANGE COMMUNICATIONS FOR COMMAND AND CONTROL.

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A proposal is under consideration to replace the ATC radio officers with volunteer airmen from the radio operator trade. If this proves feasible the radio operators will continue to act as airborne communicators in ATC until the production of observers is sufficient to permit their employment in the command. The solution acceptable to ATC and CFHQ should meet the ATC objectives in 69 and beyond.

TRAINING COMMAND

AIRCRAFT REPLACEMENT

During the 1970s there will be a requirement to replace the aging training aircraft in this command. This item not stated as an objective of this command.

CFHQ staff have recommended that an early consolidation be made at the ratio and total numbers of aircraft required which should be done at a conference where representatives from Training Command will be invited. There is also need for an OER which will be initiated in near future.

OBJECTIVE 6

REDUCTION OF EQUIPMENT INVENTORY

Consolidation of heavy vehicle and armoured vehicle technician training at Borden. This is a desirable objective and should realize a saving in personnel costs. The implementation of this recommendation is contingent upon a linked series of events presented in the centralization of trades training plans submitted by Training Command and thus should not be implemented in isolation. This objective is supported but its implementation date being subsequent to the current fiscal year.

SIMPLIFICATION OF TRAINING PROCESS BY ELIMINATION OF CENTURION TRAINING AT CAS AND M109 TRAINING AT CFSA.

This objective is aimed at re-assignment of the training responsibility for the Centurion Tank and M109 self-propelled artillery gun from Training Command to Mobile Command. This objective will be the subject of CDS study directive which will be issued shortly.

OBJECTIVE 19 BASE CONSOLIDATION

LONG RANGE PLAN ENVISAGES CONSOLIDATION FROM 12 TO SIX BASES AND ON 10 IN THE SHORT TERM.

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The commander states that while recognizing the base closures may encounter political difficulties, it is considered that minor and relatively inexpensive relocations can still be carried out leading to a more effective and economical use of existing resources. This objective is under study by DC PLANS.

CANADIAN FORCES COMMUNICATION SYSTEM

OBJECTIVE 1

ACHIEVE INDEX OF OPERATIONAL EFFECTIVENESS LEVEL OF 3.0 FOR NATIONAL DEFENCE COMMUNICATION SYSTEM.

This plan would replace the existing obsolescent manual system established in 1949 with a modern automated system. This programme must be studied further and evaluated along with other projects which are competing for a share of the capital equipment dollar.

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Annex B to
 S 1150-110/C47 (CDS)
 dated 2 April, 1969

MEMORANDUM

F 1150-110/C47 (CG)
 5 March, 1969

CDS

CANADIAN FORCES COUNCIL -
 SCHEDULE OF MEETINGS

Reference: A/S 1150-110/C47 (CDS) of 30 January, 1969

1. Reference A sets out the schedule of meetings through December 1969 for Canadian Forces Council in the process leading to the establishment of Command Objectives for FY 1970/71. Attached is a flow chart indicating the schedule of events in the PPB process to which we are tied in with the Department and Treasury Board. The two schedules, that is, the schedule of meetings for Canadian Forces Council on the one hand and the PPB schedule on the other, are not compatible in that:
 - a. In June the Canadian Forces Council will be attempting to confirm the "grand design" before Government direction from the DND Program Review Submission is known.
 - b. In September Canadian Forces Council will be firming up guidelines and Command Objectives for the ensuing fiscal year, while at the same time the Estimates for the ensuing year are undergoing their first preliminary review.
 - c. In December Canadian Forces Council will hear Command Annual Reviews and proposed Command Objectives for the ensuing fiscal year. At that time, less than three quarters of the current year's actual performance can be considered, leaving the all-important last quarter home-stretch towards fulfilling objectives open to speculation. Insofar as the new fiscal year is concerned, it is unlikely that we would have formal Government approval of the Estimates in December, although admittedly we would probably have a good idea at that time as to what Government approval might be forthcoming.
2. I would suggest that:
 - a. The "grand design" session of Canadian Forces Council be held sufficiently earlier in the year to allow its conclusions and recommendations to be included in the Program Review Submission, which takes place in June.

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- b. The Canadian Forces Council meeting to firm up guidelines for Command Objectives for the ensuing fiscal year be scheduled to take place when a reasonable idea of likely funding levels for that year are indicated, say the last week of November.
 - c. The Canadian Forces Council meeting to hear Command Annual Reviews for the past year and the objectives and the plans to meet them for the New Year be scheduled at a time when:
 - (1) all the data for the complete previous fiscal year is available, and
 - (2) changes to Command Objectives for the new fiscal year which may have been necessitated by New Year budget restrictions have been incorporated and revised.

The timing for such a meeting would likely be about late April and therefore these Command presentations could be incorporated as a preamble to the Canadian Forces Council "grand design" deliberations in May, which would be more timely for the DND Program Review Submission in June.

3. Although I feel strongly that the management year should correspond to the fiscal year, you may feel that there are overriding reasons why you would prefer the Commanders' Annual Reviews earlier. If this is so, I would suggest that the annual reviews then be based upon the calendar year, which is closer to the end of the fiscal year and that we dispense with the requirement of their submission one month ahead of the oral presentation. This would allow a Canadian Forces Council meeting in February to consider these reports. However, I do not recommend this course of action, as I feel that all our management procedures should be geared to the fiscal year, as is the Budget.

4. Perhaps you might consider these proposals for discussion at the forthcoming Forces Council meeting.

Encl: 1

M.E. Pollard
Lieutenant-General
Comptroller General

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FY 69-70 FY 70-71 FY 71-72 FY 72-73

CHART FOR DISCUSSION OF
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"GRAND DESIGN" MEETING

GUIDELINES FOR COMB OBJS
NEXT FISCAL

* COMB ANNUAL REVIEWS &
OBJS FOR NEXT FISCAL
CONTINUED

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COPY NO 1
S 1150-110/C47(CDS)

SUMMARY RECORD OF DISCUSSION

CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

25 AND 26 JUNE 1969

Canadian Forces Headquarters
Ottawa, Ontario
25 July, 1969

PRESENT

Chairman:	General	JV	Allard	Chief of the Defence Staff
Members:	LGEN	EM	Reyno	Vice Chief of the Defence Staff
	VADM	RL	Hennessy	Chief of Personnel
	LGEN	LGC	Lilley	Chief of Technical Services
	LGEN	ME	Pollard	Comptroller General
	LGEN	WAB	Anderson	Commander Mobile Command
	LGEN	FR	Sharp	D/CINCNORAD
	VADM	JC	O'Brien	Commander Maritime Command
Associate	MR.	EB	Armstrong	Deputy MND
Members:	DR.	LJ	L'Heureux	Chairman DRB
Secretary:	LCOL	BV	Genge	Secretary Canadian Forces Council
	MAJ	ELK	Cowan	Assistant Secretary CFC
Observers:	MR.	RL	Raymont	DGPCR/CDS
	COL	RM	Withers	DPCC/CDS

IN ATTENDANCE

MGEN	RC	Stovel	DPCSS
MGEN	ED	Armour	DCLOGS
MGEN	WA	Milroy	Chairman CDECPG
BGEN	SM	Davis	Commandant (Designate) NDC
COL	WA	Teed	Representing VCDS
COL	AP	Wills	CDECPG
LCOL	JY	Clarke	CDECPG
LCOL	RN	McKay	CDECPG
LCOL	AD	Wallis	CDECPG
LCOL	BF	Simons	CDECPG
DR.	TS	Hutchison	CDECPG
LCDR	DL	Mooers	CDECPG
MAJ	RL	Dallison	CDECPG
MAJ	RC	Maddison	CDECPG
MAJ	JR	Rundle	CDECPG

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SUMMARY RECORD OF DISCUSSION

CANADIAN FORCES COUNCIL

HELD IN THE CDS CONFERENCE ROOM

25 AND 26 JUNE 1969

OPENING REMARKS

1. This meeting of the Canadian Forces Council was called to consider the Report of the Officer Development Board (ODB) which had been distributed previously to the members of the CF Council and to other designated senior officers. In addition to the regular and associate members of the Council and to the working members of the Defence Education Planning Group, the CFHQ Deputy Branch Chiefs were invited to attend the meeting as observers.

2. The CDS opened the meeting with a review of the raison d'être for military education and professional training. He spoke in general terms of:

- a. the pre-integration military education systems in each service;
- b. the command and or staff training needed by officers of each element of the integrated service;
- c. the interim measures adopted with integration;
- d. the need for both pre and post-commissioning military training for officers of the unified forces.
- e. the effects of unification and budgetary restrictions on all service organizations, methods and systems; and
- f. the importance of officer development programs to the development of leadership qualities in officers and hence to the quality of the Canadian Forces in future years.

3. The CDS then explained that the meeting would proceed in five parts as follows:

- Item I : Presentation on the Concept of Officer Development by CDECPG;
- Item II : Presentation and discussion on the concept of a Separate Officer Development agency,
- Item III : Presentation and discussion of the Pre-Commissioning aspects of Officer Development;

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- Item IV : Presentation and discussion of the Post Commissioning aspects of Officer Development;
- Item V : Discussion of means to implement the proposed Officer Development System.

4. The CDS introduced MGEN Milroy who, as Chairman of the CDECPG, presented the findings and recommendations of the ODB with respect to Items I to IV above. Transcript of his remarks are attached at Annex A. Following each presentation the Council considered the item in more detail.

ITEM II - Concept of a Separate Officer Development Agency

5. While considering the need for an integrated system for Officer Development (OD) the members suggested that many factors including budget restrictions, economy of effort, quality of product, unified policy guidance, single college concept and related curricula, when viewed collectively, justified the adoption of this principle.

6. The problems associated with the formation of a separate agency to command the elements of the system and to be responsible to the CDS were discussed at more length. The command responsibilities were identified as being first, the housekeeping administration of the units concerned and secondly, the functional administration of the system including its curricula, staff and product. While the units involved remain dispersed the support of each is best administered by regional formations. There is an urgent need, however, to establish a single agency to manage the function of the integrated system. This agency could be responsible to a command headquarters, a CFHQ Branch Chief, the Chief of Defence Staff or a governing body such as the Canadian Forces Council.

7. During discussion of the advantages and disadvantages of each of the above options the members of the CDECPG recommended to Council that:

- a. the single agency should be responsible for the budget planning for the system;
- b. where practicable, to introduce a trimester system as soon as possible and decrease number of units or other officer training programs accordingly;
- c. in the interests of economy, effective training, bilingualism and national unity, the colleges be co-located in a central location.

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8. Summarizing the discussion of Item II the CDS acknowledged the unanimous agreement with the concept of an integrated OD system. He reserved his decision, however, concerning the formation of a single agency to command the system. He stated that he would study further the several problems discussed, particularly budget restrictions, because of their influence on manning as well as the capital programs and the terms of reference which would be needed.

ITEM III - Pre-Commissioning Aspects of Officer Development

9. Introducing this item the CDS requested discussion on the location of the colleges before consideration of other factors. Because of financial constraints it may prove to be impossible to consider centralization of the military colleges unless further cost effectiveness studies show that centralization is the only practical solution. If centralization is not effected it will be necessary to improve and/or enlarge existing facilities at RMC and CMR. The CDS then asked CDR Clarke of the CDECPG to present the findings of the ODB with respect to the recommendation to centralize. These are:

- a. Output. A centralized college would permit year round operation and consequently a considerably increased number of graduates yearly.
- b. Flexibility. A wider range of courses could be offered. Course streaming could be improved.
- c. Faculty Balance. The faculty could be strengthened to provide viable progress in Arts, Science and Engineering. In addition the classes in each faculty would be improved because of the greater number of students involved.
- d. Meaningful Programming. All Canadian Military College (CMC) cadets would receive identical training.
- e. Facilities. Depending upon the choice of location important secondary benefits could be possible. Ottawa, for example, would give the faculty and student body access to National libraries, archives, two universities, CFHQ and the organization of the Canadian Government.
- f. National Unity Vs Regional Representation. The choice of the national capital area would enhance the aim for national unity through participation in a bicultural, bilingual society. An increased number of regional colleges would otherwise be needed to provide this benefit.

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- g. Efficiency of Operation. Centralization would result in improved operation through consolidation of faculty, administration and support facilities. Savings should be realized. For example year round operation of the present colleges would produce 290 graduates yearly at an annual cost of \$12.9M or \$46K per graduate, whereas a single college of equal capacity would cost \$7.6M or \$26.3K per graduate.
- h. Capital Funding. Capital costs would be the same for construction of a new, centralized college as for the required modernization and expansion of existing colleges.

10. The options considered by the ODB are summarized on the chart reproduced below.

COMPARISON OF MILITARY COLLEGE OPTIONS

<u>SERIAL</u>	<u>CONCEPT</u>	<u>OPTION A</u>	<u>OPTION B</u>
		<u>EXPAND RMC & CMR</u> <u>(CONVERT RR TO OCTP)</u>	<u>CENTRALIZED CMC</u> <u>(CONVERT RR TO OCTP)</u>
1	STUDENT BODY SIZE	2,400 (1,800 RES; 600 TRG)	2,400 (1,800 RES; 600 TRG)
2	GRAD CLASS SIZE	480	480
3	ULTIMATELY GRAD 800	NO - TERMINAL at 60%	YES - REM 40% COULD BE ADDED
4	ECONOMY OF OP	LEAST	GREATEST
5	EFFICIENCY OF OP	LEAST	GREATEST
6	FLEXIBILITY	LEAST	GREATEST
7	FACULTY IMPLICATIONS	POOR	GOOD
8	MILITARY TRG	GOOD	BEST
9	BILINGUALISM	GOOD TO FAIR	BEST
10	NATIONAL UNITY	WORST	BEST
11	NET CAPITAL COST	HIGHEST	LOWEST
12	P, O&M COSTS	HIGHEST	LOWEST

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11. In reply to questions following this presentation CDR Clarke explained that a single college complex could not be developed at RMC because of the limited size of the site. He also stated that an Ottawa location would further the aim to recruit more French-speaking students for CMC training. Moreover the flexibility available in the proposed single college curricula could be adapted to cater to graduates of the complex Quebec educational systems and to recruits of both languages or from other provinces.

12. The members discussed the advantages and disadvantages of a single college located in the National Capital area at some length. They were particularly concerned for the calibre of university graduates who will become the military leaders of the future. They agreed that it will continue to be desirable to recruit from both civilian and military educational systems. The former provide the mixed background and specialist academic qualifications essential in a balanced force. The latter, who will outnumber the civilian entrants by about three to one, will provide the military ethos as well as the basic skills required by a military force.

13. The members also emphasized the need for a policy statement by the government that the objective would be the establishment of a Canadian Defence Educational College in the National Capital District. They stated that the system proposed echoed the policies established by the government for other national objectives. These include bilingualism, biculturalism, national unity and unification of the forces. Some members also suggested that the present system, if perpetuated, would fragment the Canadian Forces on bilingual and bicultural lines.

14. The CDS again stressed the importance of this item in relation to all other items yet to be considered. He said that he would strongly support the recommendations of the ODB for a single college in a central location, preferably the National Capital area.

15. The CDS directed the discussion to the remaining recommendations under Item III. CDR Clarke developed the recommendations further in a detailed presentation the text of which is reproduced at Annex B. The recommendations were discussed individually and are summarized in the following paragraphs.

16. All Officers, Except CFR Officers, Must have a Baccalaureate. When questioned about the recommendation the Chairman CDECPC pointed out that it had been included as an assumption in the ODB terms of reference. The Board had, however, gone beyond the restriction in its study and had concluded that the factor should be re-examined. Many officer positions need not be filled by officers and incumbents do not need degree knowledge or ability. Conversely, the positions are established at officer level

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